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The 1995 Navy Core Values Survey: Further Progress Toward a Navy Values Community

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Michael Ford

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Foreword

The 1995 Navy Core Values Survey is the third administration of the survey developed in 1993, as part of an ongoing assessment effort for the Navy Core Values Initiative, termed Project VALCHEK. This report documents the results of the survey, trends from 1993-1995, and discusses implications for the Navy values community. This report is for use primarily by Navy managers.

The research was sponsored by Chief of Naval Education and Training (CNET) under reimbursable Work Unit AA1731319.P998. Results were previously briefed to CNET. Complete sub-group analysis break-out data have been forwarded to CNET (T-24).

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Summary

Background

The Navy Core Values—Honor, Courage, Commitment—are a product of the Core Values Initiative (CVI) established by the Chief of Naval Education and Training (CNET). At the heart of a service-wide effort to strengthen the Navy as a values community, the CVI was conceived as a means of effecting a sea change in the central ethos that guides the conduct of people in the Navy.

Problem

Periodic measurements, or “values check-ups,” are required to determine the speed and progress of the CVI and to detect the need for “course corrections.” Project VALCHEK was developed in response to that need.

Purpose

The purpose of the research reported herein was the third administration of the Navy Core Values Survey, and the identification of trends (1993-1995) in knowledge of and attitudes toward the Navy Core Values (NCV).

Approach

The NCV Survey addresses: (1) knowledge of the three Navy Core Values, (2) personal attitudes toward those values, and (3) perceptions of organizational and individual adherence to them. The survey, identical in content to those administered in 1993 and 1994, was mailed in November 1995 to a sample of Navy women and men ($n = 7,500$), across the spectra of paygrades and occupational fields, at sea and on shore (excluding personnel with less than 6 months service). Completed surveys were scanned into a database and the data analyzed using the SPSS-X for Windows statistical package.

Highlights of the Results

The NCV Survey had a 46.3 percent response rate, with 3,131 returned questionnaires being used in the analyses. A comparison of survey and Navy demographics shows that younger Navy women and men, members in the lower enlisted paygrades, and those with high school education are underrepresented, which may tend to overstate consensus with the NCV and understate sub-group differences.

Results are presented in three sections: Strong Consensus (items showing 70% or more agreement), Substantial Disagreement (items on which less than 50% agreed), and Gray Areas (items having an agreement range of 50-69%). Margin of error ranged from two to seven points, depending on sub-group size.

The great majority of trends in 1993-1995 survey results, both at item level and in terms of inter-category movement, are in a positive direction. Clearly, Navy women and men

endorse the NCV as relevant to their daily lives, and believe that adherence to them will make the Navy a better place to work. There is strong consensus for high levels of responsibility and accountability; dishonest and unethical actions are recognized and are not viewed favorably. Navy people are less certain of the commitment to the NCV by the Navy and its leaders; they perceive that Navy leaders sometimes fail to “walk the talk.”

Using as a criterion a 0.5 percent difference in mean response, 55 of the 62 items in this survey have “moved” in the desired direction from their 1993 baseline position, indicating greater congruence with the NCV. Only seven items moved in the undesired direction, meaning that response patterns deviated further from agreement with the NCV.

There is less encouraging news in terms of subgroup response patterns. In particular, there has been little or no progress in closing the gaps in attitude and opinion among age and paygrade groups. Whereas the Navy as a whole is slowly but steadily building a consensus around the NCV, it remains polarized along age and age-related lines.

Items remaining in the Substantial Disagreement category (e.g., those pertaining to whether the Navy cares for its people, really rewards loyalty, and will actually back people up when they report inappropriate behaviors) represent special areas of polarization, and should receive command attention. However, the Gray Area items may represent even better, more immediate targets for amelioration through values clarification, trust building, and, in general, a strong program of values inculcation and reinforcement.

The Navy has focused nearly all of its efforts in the NCV area on education and training. These, alone, cannot suffice if the Navy wants to build a strong, coherent values community. The original triple focus of the Core Values Initiative should be reexamined, and a bold, multi-thrust approach, as therein conceived, developed and aggressively implemented. Periodic “values check-ups” will be a necessity for gauging progress.

Conclusions

Response pattern trends indicate that, indeed, measurable progress is being made in building a strong Navy values community. By and large, Navy women and men know the Core Values and find them applicable to their work settings. Importantly, they endorse high standards of accountability and responsibility.

The Navy does not show major divisions by gender or race. Rather, the consistent and typical divisions are by age and age-related factors. Of course, the acknowledged discrepancy between the Navy values and the values brought in by new people was a prime driver of both the CVI in general and this survey in particular.

Navy people are most sure of their own attitudes and behaviors. Greater uncertainty and more lack of consensus attend questions about whether the Navy as an organization and Navy people as individuals will conduct themselves (consistently) in accord with the Core Values. Uncertainty regarding the commitment of the Navy to those values, lingering doubts about being backed up when reporting wrongdoing, and questions of

whether loyalty is truly rewarded in the Navy, remain as disturbing aspects in the findings of this survey, evidenced by high percentages of "undecided" answers given by the participants.

Most progress has been made in the cognitive domain; that is, in knowledge of the Core Values. Such is to be expected, in that the Navy has concentrated its efforts with respect to the NCVs in the area of education and training. Progress also shows in the attitudinal domain. While the NCVs have been integrated into the training continuum with some success, this alone will not serve to ensure training transfer to the workplace or to seriously affect the actual behaviors demonstrated on the job. Command attention, in terms of both research and policy, should and must expand to areas beyond training (e.g., reinforcement systems, behavioral modeling, workplace structuring).

Recommendations

In the immediate future, two actions should be taken. First, focus indoctrination, training, and communication efforts in those areas where the NCV Survey indicates that large numbers of Navy women and men show confusion, uncertainty, and skepticism. Second, carefully examine the response patterns on the leadership-related items, and develop action elements for incorporation into the Navy Leadership Training Continuum.

The original triple-thrust approach of the Core Values Initiative should be revisited for the purpose of developing and implementing a more comprehensive and more potent Navy Core Values Program, one which does not depend solely upon education and training. Additional means of values inculcation and reinforcement must be found and put to use. Also, given the one-service concept, there is high probability of regular-reserve interface during times of national emergency in the future. Therefore, the NCV Survey should be extended to the Naval Reserve.

In terms of research, there are a number of promising avenues which should be explored: First, focus groups and supporting data collection methods should be used to examine the true nature of the undecided responses (i.e., to what degree do they indicate personal values confusion, to what degree a doubt about the day-to-day operation of the NCV in the organization?). The same focus groups could be used to further study attitudes and opinions with respect to the NCV, and to reveal impediments to values consensus. This research bent could be of particular value with lower ranking personnel.

Second, surveys should be used to measure the work-related values being brought into the Navy by incoming recruits. This would replace anecdote with the needed empirical evidence. Of equal importance, it would provide direction for values inculcation during the all-important sailorization process. Third, again in the realm of surveys, this Navy Core Values Survey should be regularly administered as a means of measuring progress in building the Navy values community and indicating needed course corrections.

Table of Contents

	Page
Introduction -----	1
Background -----	1
Problem -----	2
Purpose -----	3
Approach -----	3
Results -----	3
Response Rate -----	3
Sample Characteristics -----	3
Highlights -----	5
Strong Consensus -----	7
Areas of Substantial Disagreement -----	21
Gray Areas -----	29
Discussion -----	41
Conclusions -----	44
Recommendations -----	45
Appendix A: The Navy Core Values Survey -----	A-1
Appendix B: Size of the Sub-groups -----	B-1
Appendix C: Margin of Error -----	C-1
Distribution List	

List of Tables

1. Sample Characteristics -----	4
2. Relevant Navy Demographics -----	4
3. Summary of Subgroup Differences by Question Number -----	6

List of Figures

1. Responses to question 61-----	7
2. Responses to question 62-----	8
3. Responses to questions 1 and 2-----	9
4. Response to question 8 -----	10
5. Responses to questions 10 and 12-----	11
6. Responses to questions 15 and 16-----	12
7. Responses to questions 17 and 18-----	13
8. Responses to questions 20 and 22-----	14
9. Responses to questions 24 and 26-----	15
10. Responses to questions 27 and 31-----	16
11. Responses to questions 32 and 35-----	17
12. Responses to questions 39 and 41-----	18
13. Responses to questions 46 and 50-----	19
14. Responses to questions 54 and 55-----	20
15. Responses to questions 9 and 15 -----	22
16. Responses to questions 13 and 14-----	23
17. Responses to questions 23 and 25-----	24
18. Responses to questions 30 and 33-----	25
19. Responses to questions 34 and 40-----	27
20. Responses to questions 43 and 44-----	28

21. Responses to questions 48 and 59-----	29
22. Responses to questions 4 and 5-----	30
23. Responses to questions 6 and 7-----	31
24. Responses to questions 19 and 21-----	32
25. Responses to questions 28 and 29-----	33
26. Responses to questions 36 and 37-----	34
27. Responses to questions 38 and 42-----	35
28. Responses to questions 45 and 47-----	36
29. Responses to questions 49 and 51-----	37
30. Responses to questions 52 and 53-----	38
31. Responses to questions 56 and 57-----	39
32. Responses to questions 58 and 60-----	40

Introduction

Background

It has now been five years since the Navy began formal training in the Navy Core Values (NCVs) (it was mandated for all hands, and training commenced in January 1992). Those years, as had the decade preceding them, saw a number of incidents and situations, which called into question the values adhered to by the Navy and its leaders. Whatever the real story of what was going on inside the organization, the Navy continued to have "image problems" and the various media pursued their *cause célèbre* of highlighting every apparent values-based difficulty that the Navy encountered.

National and international dimensions of change continue to challenge the values that guide the conduct of military organizations and individual service members. Traditional values of military organizations, as manifested in the behavior of some military personnel, have been decried by some as out of date, inappropriate, counter to efficiency and high productivity, devaluing of diversity or gender equality, or even of questionable ethical and moral uprightness.

Values lie at the heart of the organizational universe and serve as behavioral guides for its members. They are central to all that the organization does. Every policy, procedure, and operational or administrative action exemplifies values, whether explicit or implicit. Thus, an organization must become and maintain itself as a coherent values community if it is to function effectively. It is the congruence of values that permits and facilitates unit cohesion and, ultimately, mission accomplishment.

Furthermore, the values of the organization and its members must be congruent with those of the society in which they function if there is to be harmonious interaction between organization and society. Societal support for the organization, and the opportunity for the organization to contribute to society depend heavily on that values congruence.

While there must always be some tolerance for values differences, and some allowance for values to change over time, there must be a set of what may be termed core values, to which the organization and all--or at least the vast majority--of its members subscribe, if the organization is to maintain its integrity. For the United States Navy, those core values must be harmonious with both the mission of the Navy and the central values of our nation. Therefore, values will ever be an important and abiding concern of Navy leaders.

In the wake of cultural change and organizational turbulence, the top leaders of the Navy have launched a service-wide effort to strengthen the Navy as a values community. In 1987, a major study was undertaken to identify the Navy's core values. Interviews were conducted with Navy personnel drawn from numerous occupational communities, the several fleets, and from various levels within the chain of command. These men and women were asked to: (1) describe "tough situations" that posed value conflicts or ethical dilemmas, (2) characterize those persons in the Navy that they most and least admired, and (3) discuss in specific terms the values they felt the Navy represented.

From the wealth of interview material, and from subsequent discussions at the highest echelons of the Navy, there emerged three values that can be considered the hallmarks of the naval service and of the Navy person, of whatever gender, grade, or job assignment. Through a long and careful process, the central values that should guide the conduct of the Navy and its people, both military and civilian, have been identified and articulated. These are the Navy Core Values: Honor, Commitment, and Courage.

NCVs are a product of the Core Values Initiative (CVI), established by the Chief of Naval Education and Training (CNET). The CVI subsumes three domains of action: education, reinforcement, and accountability. *Education* efforts will ensure that core values training, of high quality and of direct applicability to the trainee's duties in the Navy, is provided to all personnel throughout every level of the organization. Creating a work environment conducive to rewarding adherence to the core values is essential, and will be the focus of the *reinforcement* effort. Finally, the *accountability* dimension will concentrate on leadership modeling, grievance/redress mechanisms, and command-level assessments. This integrated and comprehensive system of values inculcation, facilitation, demonstration, and monitoring will ensure the vitality of NCVs and foster their daily manifestation in the actions of Navy people.

The CVI has embraced the finest traditions of the Navy, traditions that reinforce concern for the job to be done and concern for one's shipmates. However, the CVI transcends the boundaries of history and seeks to identify and institutionalize values that are consistent with the social realities of our nation, and with the needs of the Navy as it enters the 21st Century. Thus, the CVI combines roots, vision, and reality.

Problem

Although careful planning and closely managed implementation of programs are essential to the forging of a strong Navy values community, it is only through evaluation (i.e., periodic "values check-ups") that Navy leaders can determine whether the CVI is on target and accomplishing its assigned mission in terms of: (1) receptivity by the target audiences, (2) communication of cognitive and affective content (student learning), (3) behavioral changes in the work site, and (4) beneficial fiscal and non-fiscal results to the Navy. Project VALKCHEK was launched to provide ongoing, multidimensional assessment for the CVI.

The Navy-wide Core Values Survey is a central element of Project VALKCHEK, and serves as an important means of conducting the needed periodic values check-ups. A survey has been conducted for each of the first 3 years of NCVs implementation, in part to assess the degree to which the Navy is successful in building a strong values community. The initial survey administration (1993) can be considered to have been the collection of baseline information. The results of that survey were reported to Navy management, and are contained as well in *The Navy Values Community: Results of the 1993 Navy Core Values Survey* (Baker & Le, 1995). Subsequent administrations of the survey permit tracking the course and progress of the CVI, and, perhaps, indicate the need for course corrections. The second-year administration was briefed to senior Navy management, and is documented in *The 1994 Navy Core Values Survey: Progress Toward a Navy Values Community* (Baker & Ralston, 1996).

Purpose

The purpose of the research reported herein was the third administration of the Navy Core Values Survey, and the detection of any trends in knowledge of and attitudes toward the NCV.

Approach

1. The survey was mailed in November 1995 to a sample of 7,500 Navy women and men, at sea and ashore, and across the spectra of paygrades and occupational fields (personnel with less than 6 months of service were excluded). See Appendix A for a copy of the 1995 Navy Core Values Survey.
2. Returned surveys were scanned into a database and the data analyzed using the SPSS-X for windows statistical package.

Results

Response Rate

Surveys completed and returned by the cutoff date (30 April 1996) totaled 3,158, with an additional 321 being returned as undeliverable, for an effective response rate of 46.3 percent. A total of 3,131 surveys were used in the analyses.

Sample Characteristics

The gender distribution was 85.0 percent male, 15.0 percent female. American Indian accounted for 1.0 percent, Asian 5.2 percent, Black 13.1 percent, and White for 74.6 percent of the sample, with 6.1 percent indicating "other."

Sixty-nine percent (68.7%) were married, with 21.3 percent never having been married; 9.8 percent were separated or divorced, and 0.2 percent widowed. Age groups were 22.4 percent 25 years or younger, 43.2 percent 26-35, 30.8 percent 36-45, 2.6 percent 46-55, and 0.3 percent 56 years or older.

Paygrades were represented as follows: 18.6 percent E-1--E-4, 39.7 percent E-5--E-6, 15.3 percent E-7--E-9, 1.0 percent W-2--W-5, 18.1 percent O-1--O-4, 7.1 percent O-5--O-6, and 0.2 percent O-7 or above. Of all respondents, fewer than four percent (3.5%) had less than high school graduate status, 29.0 percent had high school diplomas, and 37.6 percent had some college but less than four years; bachelor's, master's, and doctoral degrees were held by 16.7 percent, 9.6 percent, and 3.6 percent of the respondents, respectively. The sea/shore split was 42.5 percent and 57.5 percent, respectively. More than half (67.5%) had taken the Navy Core Values Training.

Sample characteristics are summarized in Table 1. Corresponding approximate percentages for the Navy as a whole are shown in Table 2.

Table 1
Sample Characteristics

Gender	15.0% Female; 85.0% Male
Marital Status	68.7% Married; 21.3% Never Married; 9.8% Separated/Divorced
Race	74.6% White; 13.1% Black; 5.2% Asian; 1.0% American Indian, 6.1% Other
Age	22.4% 25 or less; 43.2% 26-35; 30.8% 36-45; 3.3% 46-55; 0.3% 56+
Paygrade	18.6% E-1--E-4; 39.7% E-5--E-6; 15.3% E-7--E-9; 1.0% WO; 18.1% O-1--O-4; 7.1% O-5--O-6; 0.2% O-7+
Afloat/Ashore	42.5% Sea; 57.5% Shore
Education	3.5% Less than HS; 29.0% HS; 37.6% Some College; 16.7% BA/BS; 13.2% Grad
Had taken NCV Training	67.5%

Table 2
Relevant Navy Demographics*□

Gender	12.7% Female; 87.3% Male
Race	69.1% White; 17.1% Black; 1.5% Asian; 0.6% American Indian; 11.7% Other
Age	41.9% 25 or less; 37.8% 26-35; 18.2% 36-45; 2.1% 46-55; 0.1% 56+
Paygrade	41.9% E-1--E-4; 34.8% E-5--E-6; 9/4% E-7--E-9; 1.0% WO; 10.7% O-1--O-4; 2.6% O-5--O-6; 0.02% O-7+
Afloat/Ashore	44.9% Sea; 55.1% Shore
Education	0.2% Less than HS; 75.8% HS; 8.2% Some College; 11.2% BA/BS; 4.5% Grad.

*Comparable marital status percentages not available.

□ Figures may not total 100 percent due to rounding.

Highlights

The following presents the results of the survey, divided into three sections: (1) Strong Consensus--items showing substantial agreement among respondents and congruence with the NCVs (70% or more agreed, or disagreed with a reverse-coded item), (2) Substantial Disagreement--items indicating marked divergence of opinion among survey respondents (less than 50% agreed, or disagreed on a reverse-coded item), and (3) Gray Area --items on which there was a pattern of mid-range responses (50%-69% agreed, or disagreed on a reverse-coded item).

Whereas the charts show the customarily combined strongly agree/agree and strongly disagree/disagree responses, they also include the undecided responses for items one through 60; in terms of opinions and attitudes relevant to values, of course, "undecided" is highly important information. All charts reflect the total sample. The response percentages on the particular survey question are shown for each year (1993, 1994, and 1995), in order to make visually apparent any response trends. The margin of error for the total sample is ± 1 (see Appendix B and C).

Subgroup differences were found on many of the questions. Margin of error on each question varies according to subgroup size, and ranged from two to seven percentage points. Arbitrarily, but with consideration of the margins of error contingent on small subgroup size, a threshold of "social significance" was established (i.e., a span of difference that may be of importance to Navy leadership, and which might warrant further investigation as to its cause). Subgroup comparisons are commented on in the text, whenever there was a difference of 15 percent or more between any two subgroups. A summary chart of subgroup differences by question number is presented in Table 3.

A comparison of Tables 1 and 2 indicates that the younger Navy men and women, the lower enlisted paygrades, and those with high school education are *under-represented* in the survey sample. Given the number of age, paygrade, and education subgroup differences, that under-representation no doubt tends to *overstate consensus* with the NCVs, while *understating subgroup differences* with respect to those three variables.

Table 3
Summary of Subgroup Differences by Question Number
(at 15 percent or greater)

Q#	Subgroup Differences	Q#	Subgroup Differences
1	E	32	none
2	A, E, P, PG	33	A, E, P, PG, S
3	none	34	P
4	A, E, P, PG	35	P
5	P, PG	36	A, E, P, PG
6	E, P	37	A, E, M, P, PG
7	A, P, PG	38	A, E, P, PG
8	A, P	39	P
9	P	40	E, P, PG
10	E, P	41	none
11	A, E, P	42	A, E, P
12	A, E, P	43	A, R, E, P, PG
13	A, E, P, PG	44	A, E, P, PG
14	G, A, P, PG	45	E
15	A, R, E, P, PG	46	P
16	P	47	A, E, P, PG
17	A, E, P, PG	48	A, E, P, PG
18	none	49	A, E, P, PG
19	A, E, P, PG	50	P
20	none	51	R
21	A, E, M, P, PG	52	A, E, P, PG
22	none	53	E
23	A, E, P, PG, S	54	A, E
24	none	55	none
25	A, R, E, P, PG	56	R
26	E, P	57	A, E, P, PG
27	P	58	A, R, E, P, PG
28	A, R, E, P, PG	59	P
29	E, P, PG	60	A, P, PG
30	A, E, M, P, PG, S	61	none
31	none	62	P

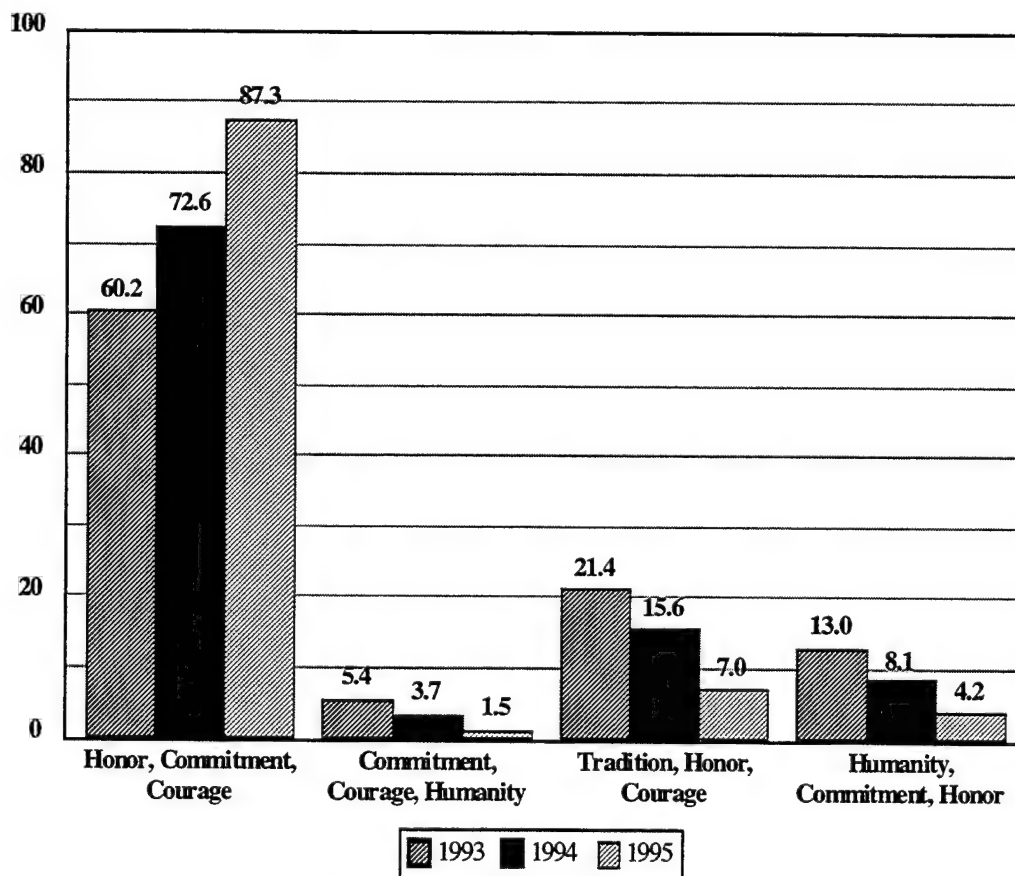
Totals by Category

Gender (G)	1
Age (A)	31
Race ®	7
Education (E)	35
Marital Status (M)	3
Paygrade Group (P)	46
Officer/Enlisted (PG)	29
Ship/Shore (S)	3

Strong Consensus

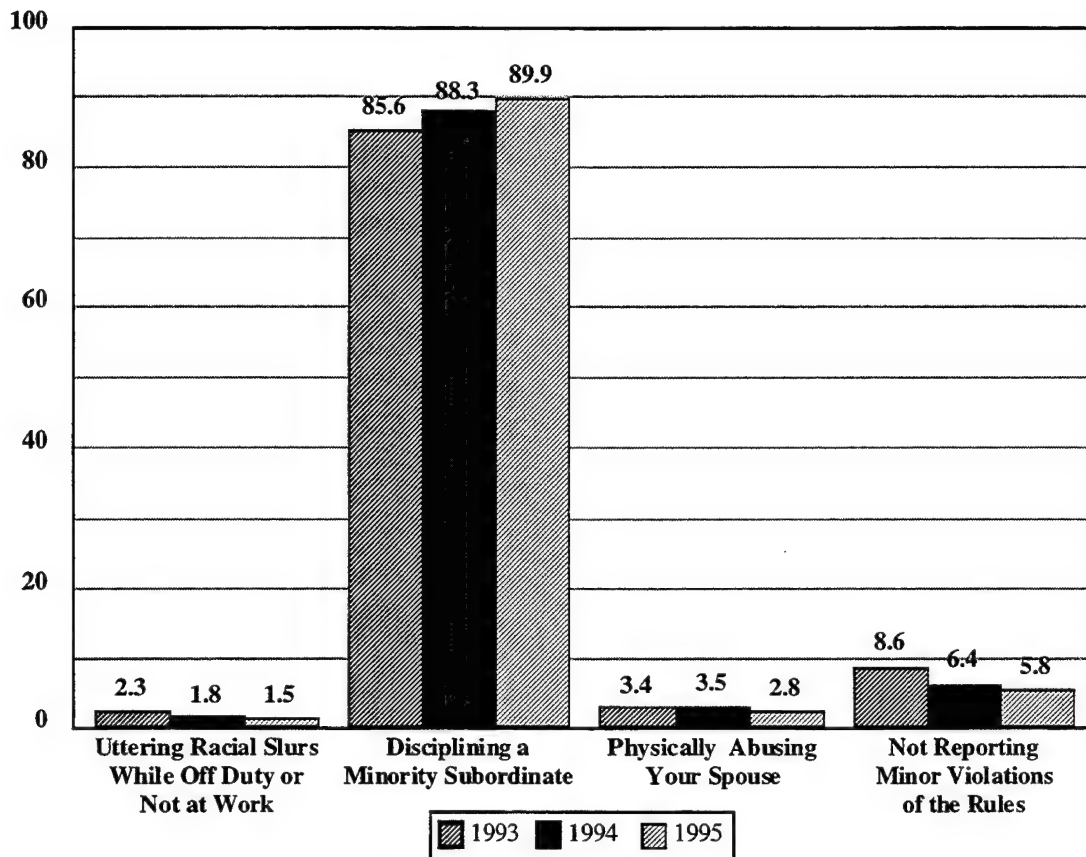
Response patterns to items in this category attest to a congruence among Navy women and men between their personal values and the NCVs. In this area of 70 percent or greater agreement, the Navy can find the nucleus of a strong values community. Many of the 3-year trends for survey questions in this category are positive, and this could be expected, given the onset of NCV training, wherein the Core Values are taught and discussed, and the increased familiarity of individuals with the NCV as those values are thought about and considered in light of their personal relevance.

Figures 1 and 2 display response patterns to the two knowledge questions on the survey, items 61 and 62. Question 61 was meant to measure how well the three NCVs were known by the Navy community. In the 1995 survey, 87.3 percent of respondents correctly identified the three values: Honor, Commitment, and Courage. This item shows a very good increase in percentage of correct responses over the years, having moved up from the Gray Areas in 1994. Tradition, Honor, and Courage remains the next most frequently chosen (although by very few respondents); this no doubt occurs because tradition was in the original Core Values, which were changed just before all-hands NCV training commenced. *Subgroup differences: None.*



Q61. Which are the three stated Core Values for the Navy?

Figure 1. Responses to question 61.



Q62. Which is not a violation of the Navy's Core Values?

Figure 2. Responses to question 62.

Question 62 sought to measure the respondent's ability to apply the NCV. Almost 9 out of 10 (89.9%) identified the correct response (Disciplining a minority subordinate is not a violation of the Navy's Core Values.). Improvements in response patterns for this question are not dramatic; however, correct responses were already at 85.6 percent in the 1993 survey. *Subgroup differences: Choosing Disciplining a Minority Subordinate were E-1--E-3 at 73.3 percent, E-4--E-6 at 86.4 percent, E-7--E-9 at 94.2 percent, O-1--O-3 at 97.6 percent, O-4--O-7 at 99.0 percent.*

Turning to the attitude and opinion questions on the survey, Figure 3 displays the response patterns for Questions 1 and 2. For Question 1, respondents feel that the NCV are applicable to everyday life (86.4% agreement, 4.7% disagreement, 8.0% undecided). The trend has been positive across the 3-year survey period, primarily as a result of decreasing undecided responses. *Subgroup differences: High school or less agreed at 79.8 percent, college at 89.9 percent, graduate at 95.1 percent.*

In Question 2, which stated that it is easy to live by the Core Values, there was 82.1 percent agreement; 7.3 percent disagreed and 17.9 percent remained undecided. The response patterns show very good increases in positive direction over the three survey years, again, with a decrease in undecided responses. *Subgroup differences: 17-24 agreed at 68.7 percent, 25-32 at 82.2 percent, 33 and older at 87.5 percent; high school or less agreed at 71.6 percent, college at 85.5 percent, graduate degree at 93.9 percent.*

percent, E-1--E-3 agreed at 69.4 percent, E-7--E-9 at 89.0 percent, O-1--O-3 at 93.6 percent; overall, enlisted agreed at 77.9 percent, officers at 93.4 percent.

Strong Consensus

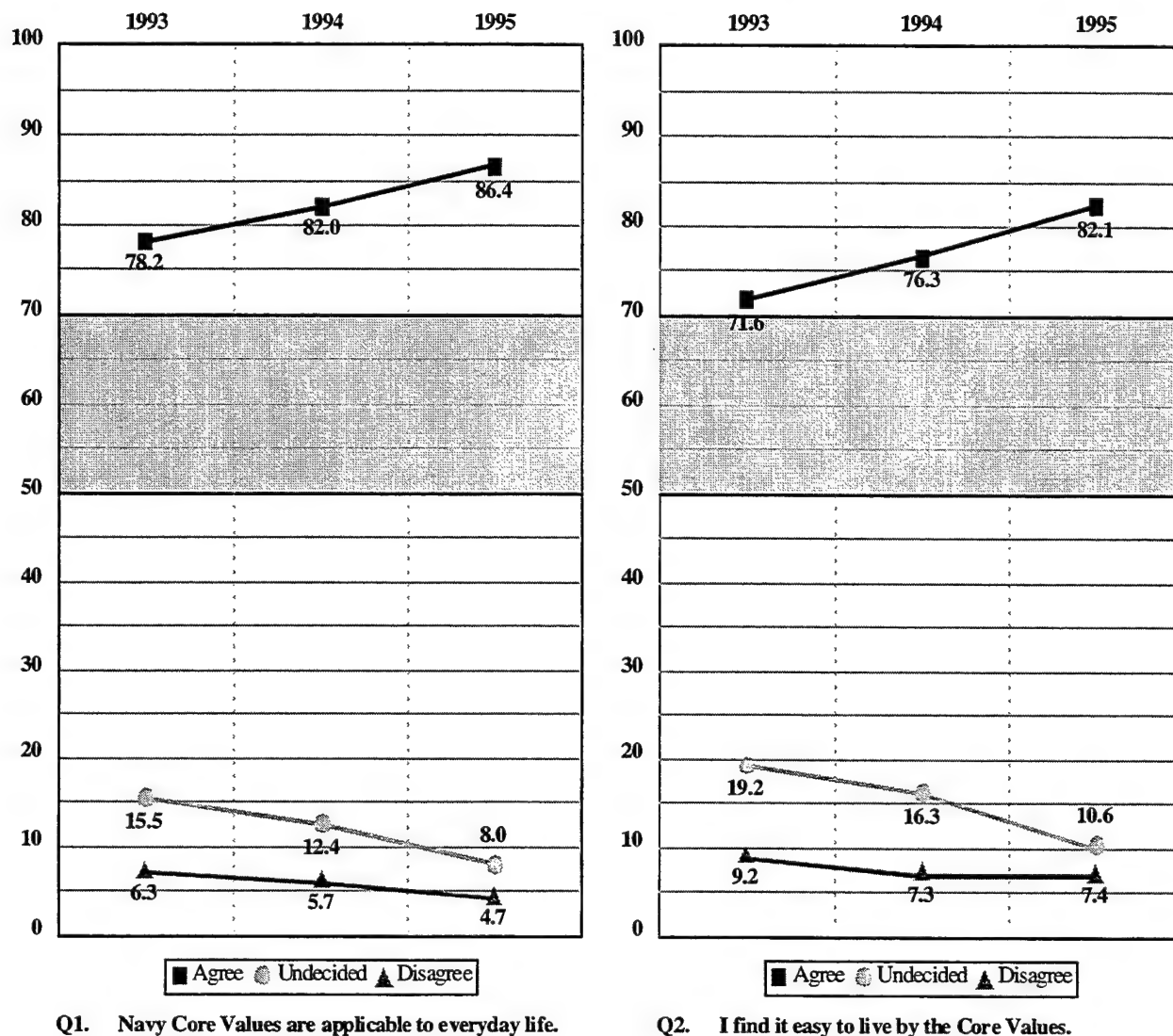


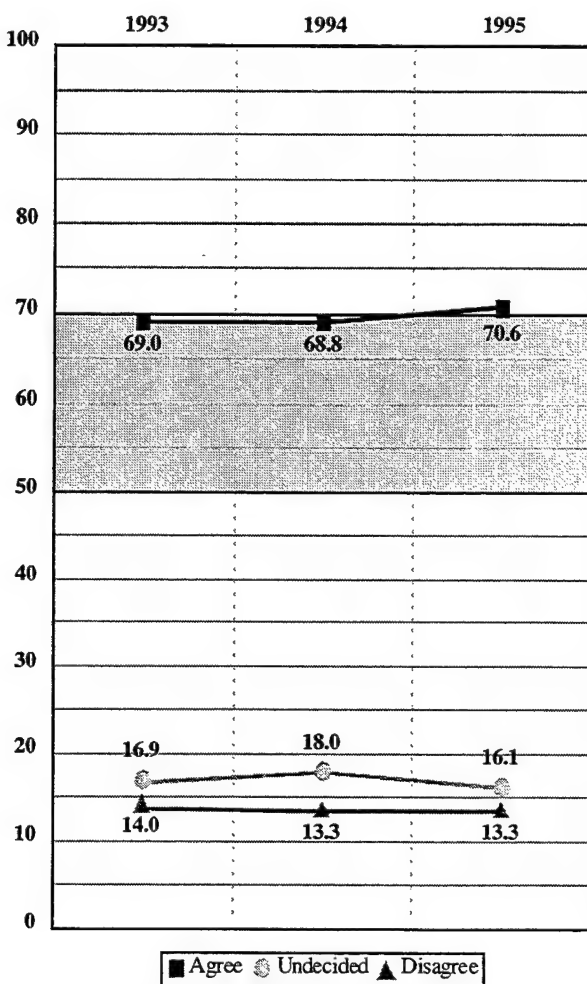
Figure 3. Responses to questions 1 and 2.

Little progress was shown over the 3-year period on the next two questions (Figure 4). Question 3 (The Navy values honesty) barely made it into the Strong Consensus category, and the increase in agreement from 1993-1995 was negligible. In 1995, 70.6 percent agreed, 16.1 percent disagreed, and 29.4 percent were undecided. *Subgroup differences: None.*

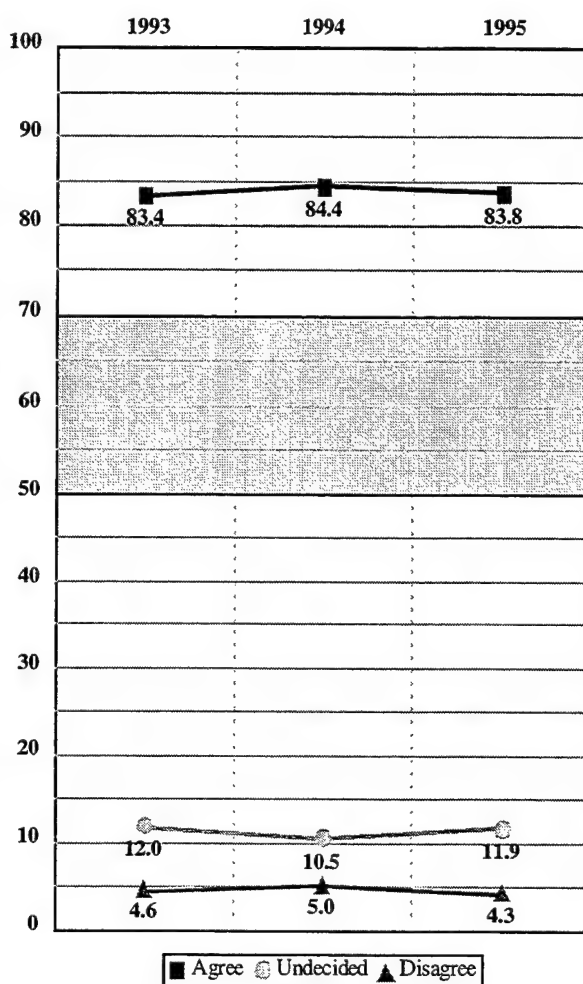
Question 8, asserting that it's okay to testify against friends or supervisors, began with a much higher percentage of agreement, but showed no appreciable increase over the years. Agreeing in 1995 were 83.8 percent, disagreeing were 4.3 percent, and 16.2 percent were undecided. *Subgroup*

differences: 17-24 agreed at 71.3 percent, 25-32 at 83.3 percent, 33 and older at 89.1 percent; E-1--E-3 agreed at 69.6 percent, E-7--E-9 at 89.6 percent, O-4--O-7 at 91.6 percent.

Strong Consensus



Q3. The Navy values honesty.



Q8. It's okay to testify against friends or supervisors, if need be, in order that the truth be known.

Figure 4. Response to question 8.

That the NCVs have to do mostly with sexual harassment (Question 10--reverse coded) is, of course, false, and this statement was disagreed with by 73.5 percent of respondents; agreeing with it were 11.6 percent and 14.9 percent were undecided. The question moved up into the Strong Consensus zone in the 1995 survey for the first time, showing steady improvement (Figure 5), and a corresponding steady decrease in undecided responses. *Subgroup differences: High school or less disagreed at 64.8 percent, college at 76.5 percent, graduate at 83.0 percent; E-1--E-3 disagreed at 54.2 percent, E-4--E-6 at 68.0 percent, E-7--E-9 at 83.9 percent.*

Also in Figure 5, Question 12 response patterns are very encouraging: they show a strong agreement and a positive trend, with 83.4 percent of respondents to the 1995 survey saying that they think adherence to the Core Values will make the Navy a better organization (disagreeing were 3.1 percent, and 13.5 percent were undecided). *Subgroup differences: 17-24 agreed at 69.9 percent, 25-32 at 84.3 percent; high school or less agreed at 75.8 percent, graduate at 92.4 percent; E-1--E-3 agreed at 68.8 percent, E-7--E-9 at 90.0 percent, O-1--O-3 at 91.0 percent..*

Strong Consensus

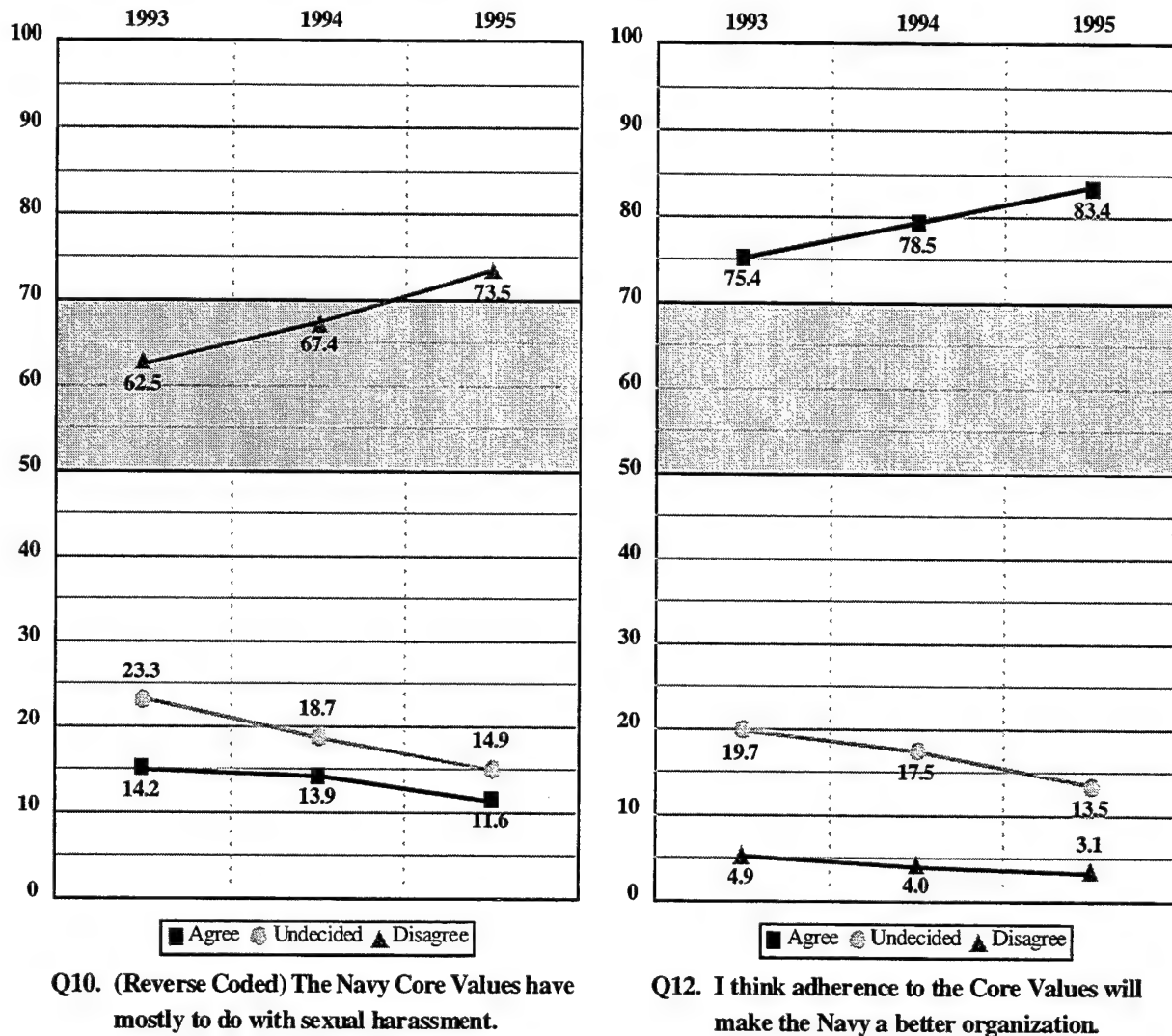


Figure 5. Responses to questions 10 and 12.

More than three-fourths of the sample (77.6%) said that the NCVs agreed with their personal values (Question 15), whereas 8.0 percent disagreed, and 14.5 percent were undecided. This item moved into the Strong Consensus zone in the 1994 survey, and has shown steady improvement in response patterns over the 3-year period. The percentage of undecided responses has steadily declined. (See Figure 6.) *Subgroup differences: 17-24 agreed at 59.9 percent, 25-32 at 77.5 percent, 33 and*

older at 84.7 percent; whites agreed at 80.8 percent, blacks at 64.1 percent; high school or less agreed at 65.1 percent, college at 81.3 percent, graduate at 93.3 percent; E-1--E-3 agreed at 56.4 percent, E-7--E-9 at 87.1 percent; overall, enlisted agreed at 72.0 percent, officers at 93.1 percent.

Although always in the Strong Consensus zone, Question 16 has shown little change in response patterns, and may simply be a sign of the times. In the latest survey, 74.8 percent agreed that the country's interests come before those of the individual; disagreeing were 9.1 percent, and 16.1 percent were undecided. Subgroup differences: E-1--E-3 agreed at 61.0 percent, E-4--E-6 at 73.1 percent, E-7--E-9 at 73.9 percent, O-1--O-3 at 83.0 percent, O-4--O-7 at 81.3 percent.

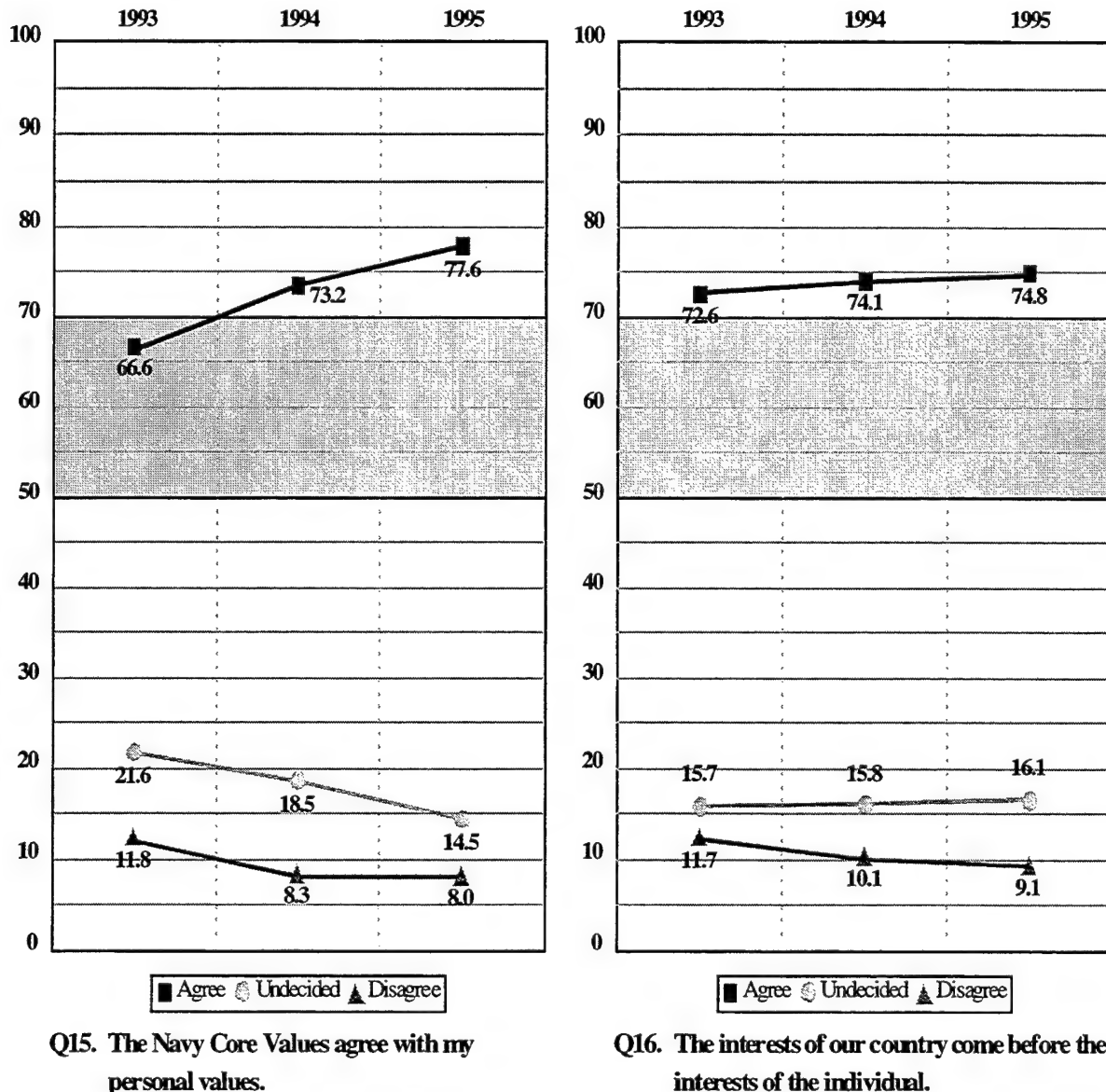


Figure 6. Responses to questions 15 and 16.

Figure 7 shows that 8 out of 10 respondents (81.0%) said they would live by the Core Values even in the face of pressure from members of their work team (Question 17), versus 3.8 percent

who would not, and 15.2 percent who were uncertain. This item has shown good improvement over the three-survey timespan, with an increase in agreement and a decrease in undecided responses. *Subgroup differences:* 17-24 agreed at 64.2 percent, 25-32 at 82.5 percent; high school or less agreed at 70.4 percent, college at 84.5 percent, graduate at 92.9 percent; E-1--E-3 agreed at 65.6 percent, E-7--E-9 at 86.4 percent, O-4--O-7 at 94.4 percent; overall, enlisted agreed at 76.4 percent, officers at 93.7 percent.

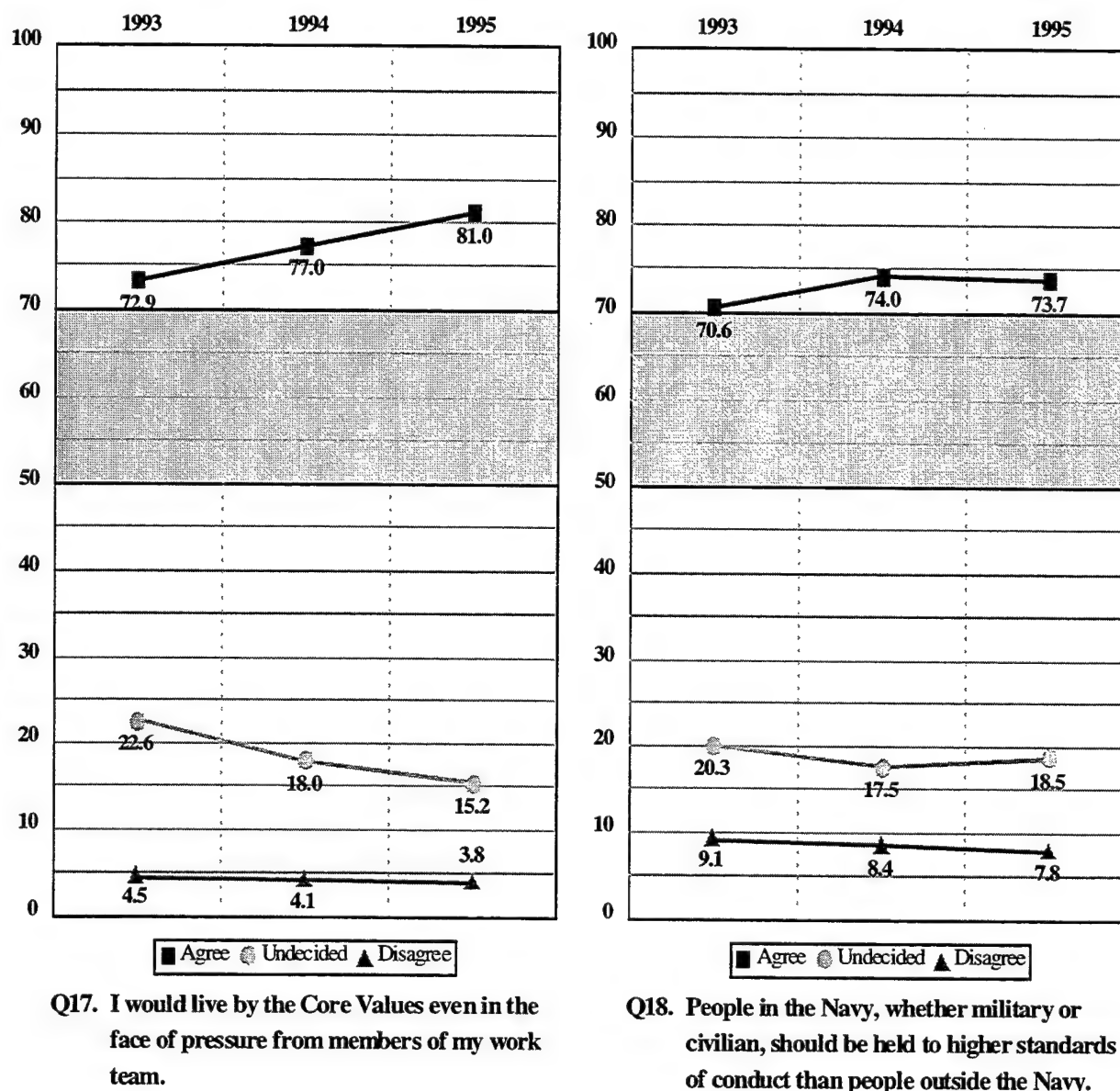
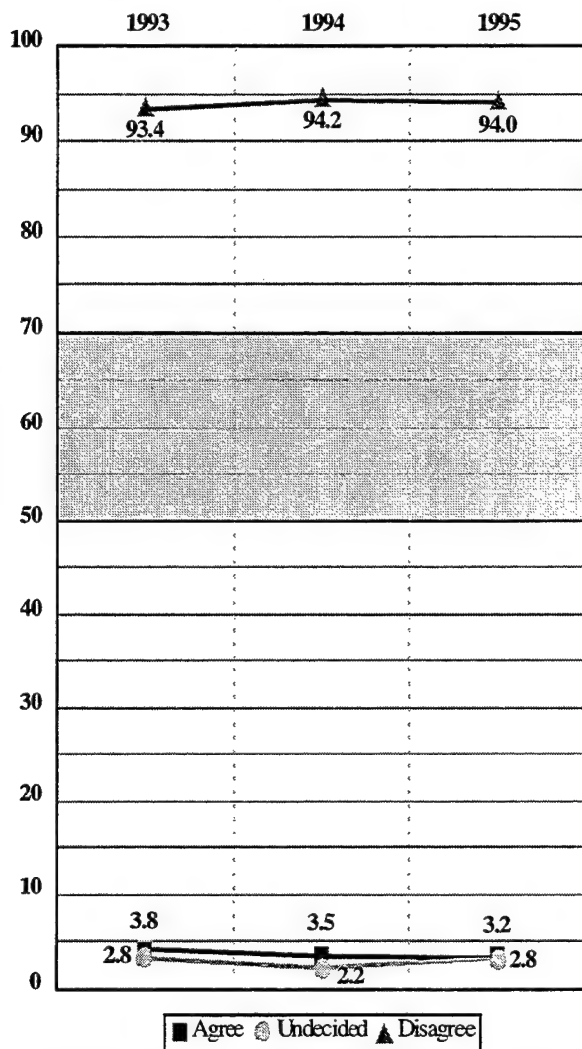


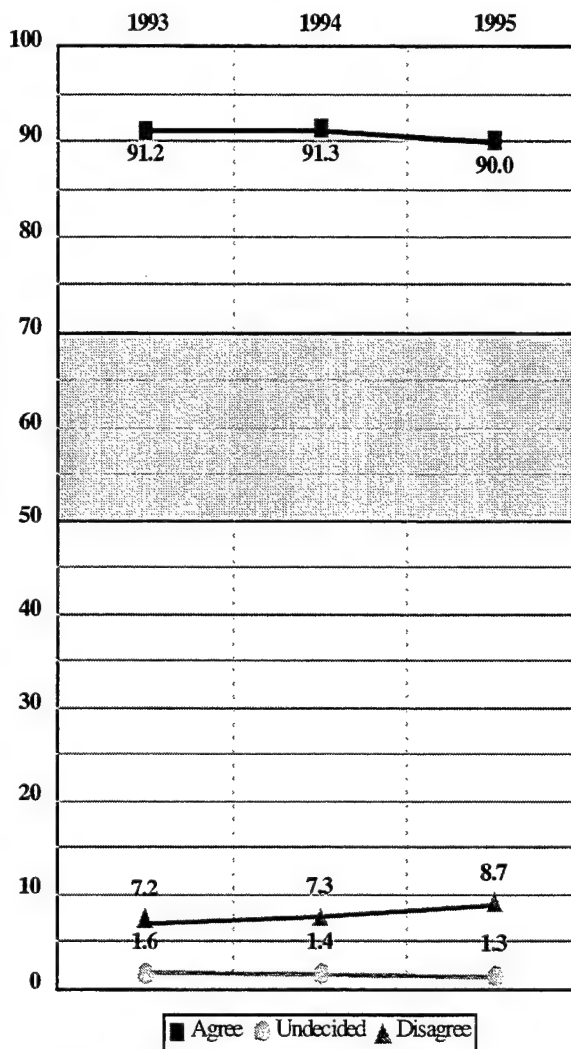
Figure 7. Responses to questions 17 and 18.

Also shown on Figure 7 are the response patterns for Question 18. While consistently in the Strong Consensus zone, responses on this item have shown little improvement. The 1995 agreement level that Navy people should be held accountable to higher standards of conduct than people outside the Navy was 73.7 percent, with 7.8 percent disagreeing, and 18.5 percent uncertain. *Subgroup differences:* None.

Almost no one thinks its okay for wasteful practices to go unreported (94.0% saying “no” in the 1995 survey--with 2.8 percent saying “yes” and 3.2 percent undecided). There has been almost no change in Question 20 response patterns across the years; however, the starting point for consensus was already quite high. (Refer to Figure 8.) *Subgroup differences: None.*



Q20. (Reverse Coded) I think it's okay to allow wasteful or inefficient practices to continue without being reported.



Q22. Doing the right thing isn't always easy.

Figure 8. Responses to questions 20 and 22.

There is also extremely high agreement that doing the right thing is not always easy (Question 22). Again, with an already high starting point on agreement, there has been little change. The 1995 agreement level was 90.0 percent, with disagreement at 8.7 percent and uncertainty at 1.3 percent. *Subgroup differences: None.*

An overwhelming 97.8 percent agreed that responsibility is a key quality of an effective Navy man or woman, whether civilian or military (Question 24); less than one percent (0.5%)

disagreed, and 1.6 percent were undecided. Response patterns have been consistently high across all three years. *Subgroup differences: None.*

Figure 9 shows that a much lower percentage (77.6%) feel they can make honest recommendations to their supervisor (Question 26), whereas 12.8 percent said they could not, and 9.6 percent were uncertain. Although in the Strong Consensus category, a response rate in the seventies may be a cause for concern, given the critical missions of Navy organizations and the need for frank communication between worker and supervisor. There has been almost no movement in the response patterns from survey to survey. *Subgroup differences: high school or less agreed at 72.2 percent, graduate at 88.0 percent; E-1--E-3 agreed at 63.0 percent, E-7--E-9 at 85.4 percent, 0-4--0-7 at 91.3 percent*

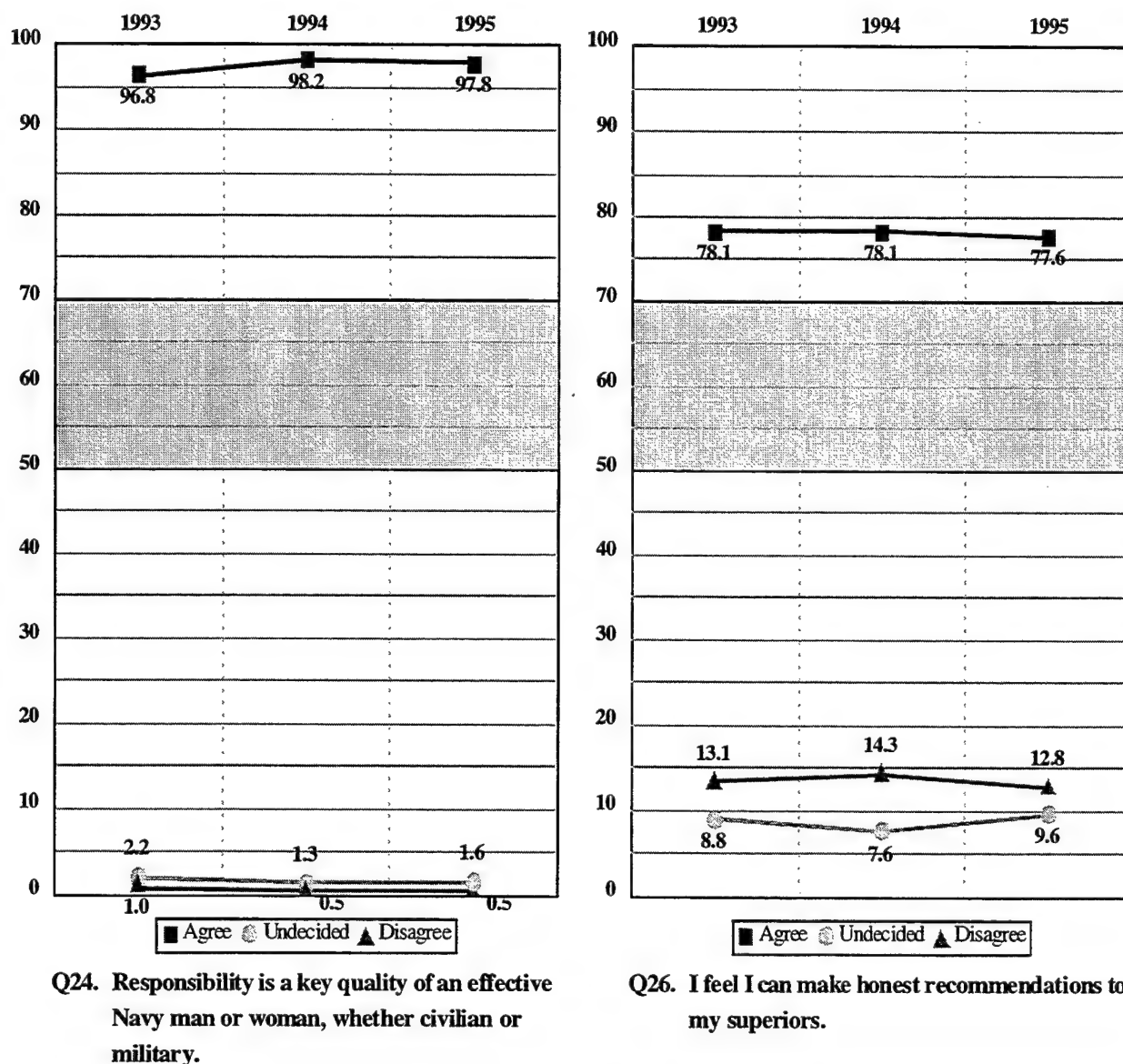


Figure 9. Responses to questions 24 and 26.

Question 27 asked if respondents would be willing to deliver “bad news” even when it’s unpopular; 90.5 percent said they would be, 2.3 percent would not, and 7.3 percent were undecided, percentages consistent with those of the previous two surveys (Figure 10). *Subgroup differences: E-1--E-3 agreed at 75.7 percent, E-4--E-6 at 87.3 percent, E-7--E-9 at 98.1 percent, O-1--O-3 at 95.1 percent, O-4--O-7 at 96.7 percent.*

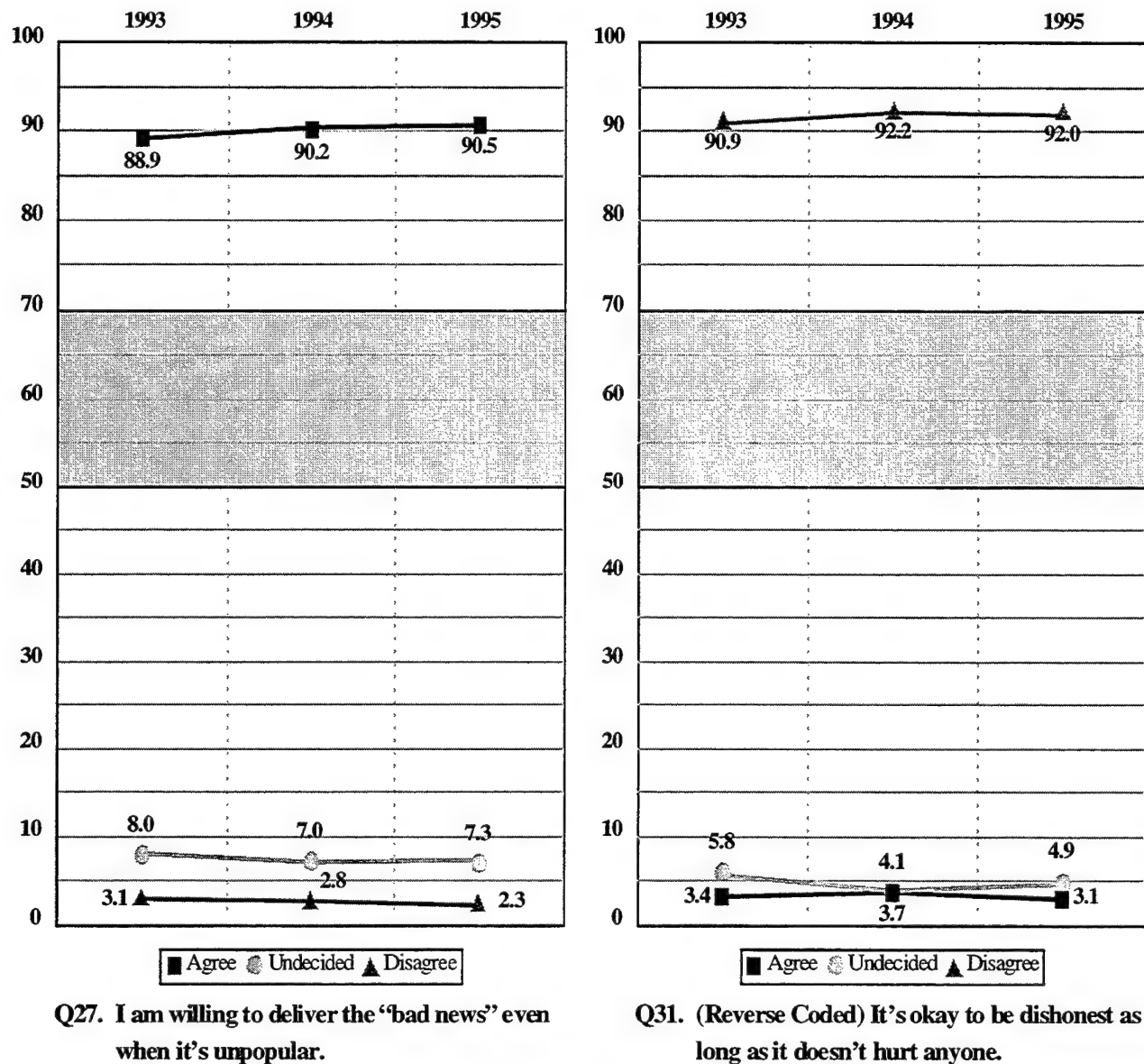
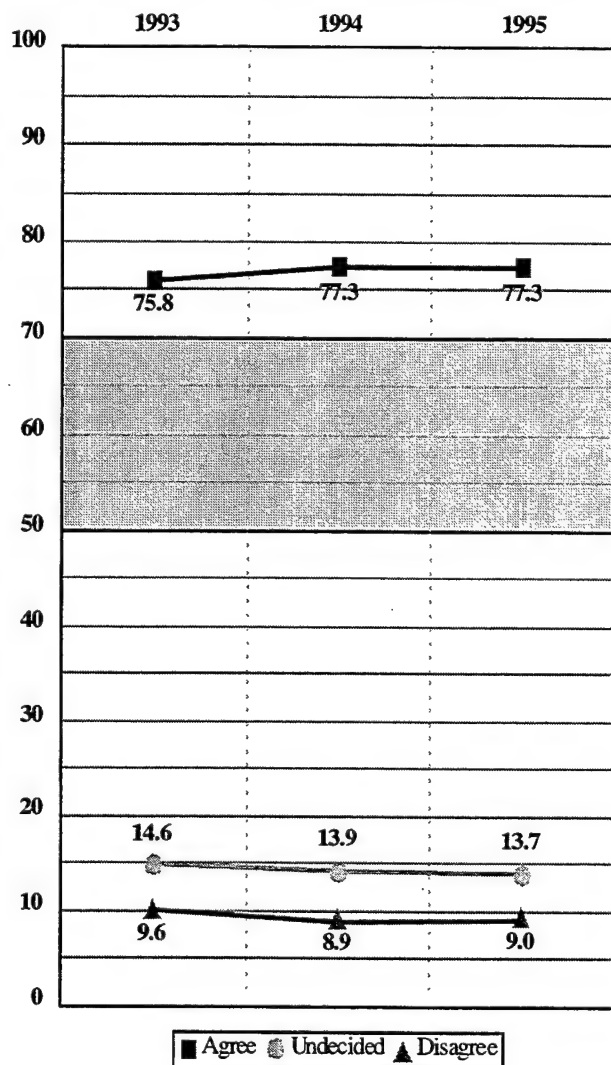


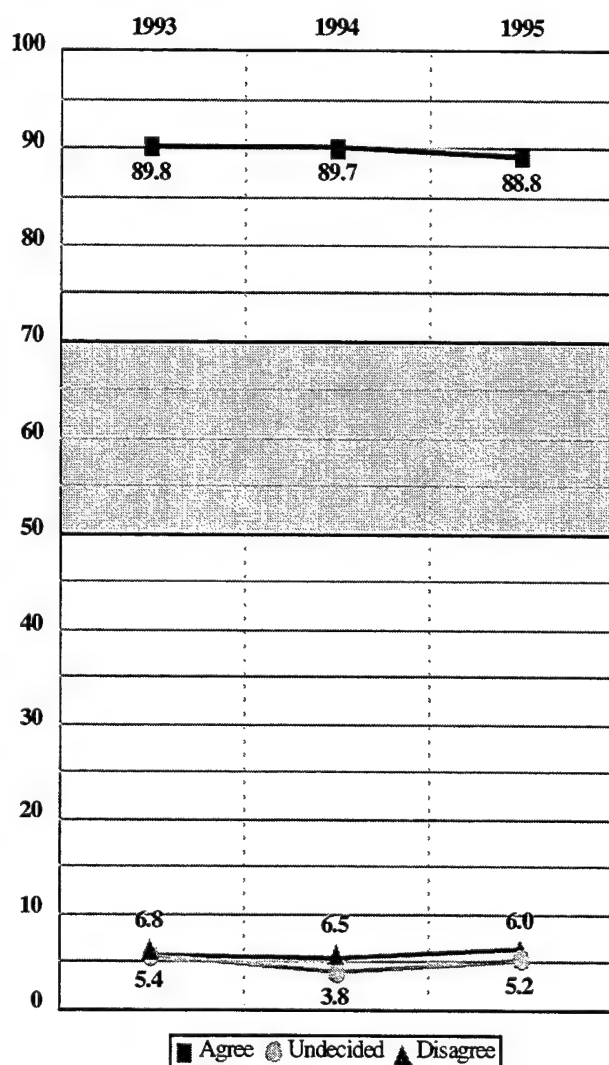
Figure 10. Responses to questions 27 and 31.

Question 31 was reverse coded, and stated: “It’s okay to be dishonest as long as it doesn’t hurt anyone.” More than 9 out of 10 respondents disagreed with that statement in each of the three surveys (92.0% in the 1995 survey, with 3.1 percent agreeing and 4.9 percent undecided). *Subgroup differences: None.*

In Figure 11 are shown responses to Question 32. In the 1995 survey, 77.3 percent agreed that being a team player is more important than individual accomplishment, whereas 9.0 percent disagreed, and 13.7 percent were undecided. The percentage of agreement across the three surveys has changed less than two percent. *Subgroup differences: None.*



Q32. Being a team player is more important than individual accomplishment.



Q35. I know the procedures for making a complaint or grievance.

Figure 11. Responses to questions 32 and 35.

Question 35 stated: "I know the procedures for making a complaint or grievance." In 1995, 88.8 percent agreed with that statement, almost the same percentage as in the previous two surveys; 6.0 percent disagreed, and 5.2 percent were undecided. Given that persons with less than 6 months service were excluded from the survey, the agreement level on this question--reflecting a simple training and informational matter--should be much closer to 100 percent. *Subgroup differences: E-1--E-3 agreed at 70.8 percent, E-4--E-6 at 87.8 percent, E-7--E-9 at 97.0 percent, O-1--O-3 at 88.2 percent, O-4--O-7 at 92.6 percent.*

That it's okay to make up unimportant details on a report (Question 39) was disagreed with by 90.1 percent of respondents in the 1995 survey, consistent with the very high percentages of disagreement in the 1993 and 1994 surveys. (Refer to Figure 12.) Only 3.4 percent agreed with the statement, and 6.5 percent were uncertain. *Subgroup differences: E-1--E-3 disagreed at 77.3 percent, E-4--E-6 at 88.0 percent, E-7--E-9 at 93.0 percent, O-1- -O-3 at 94.4 percent, O-4--O-7 at 97.2 percent.*

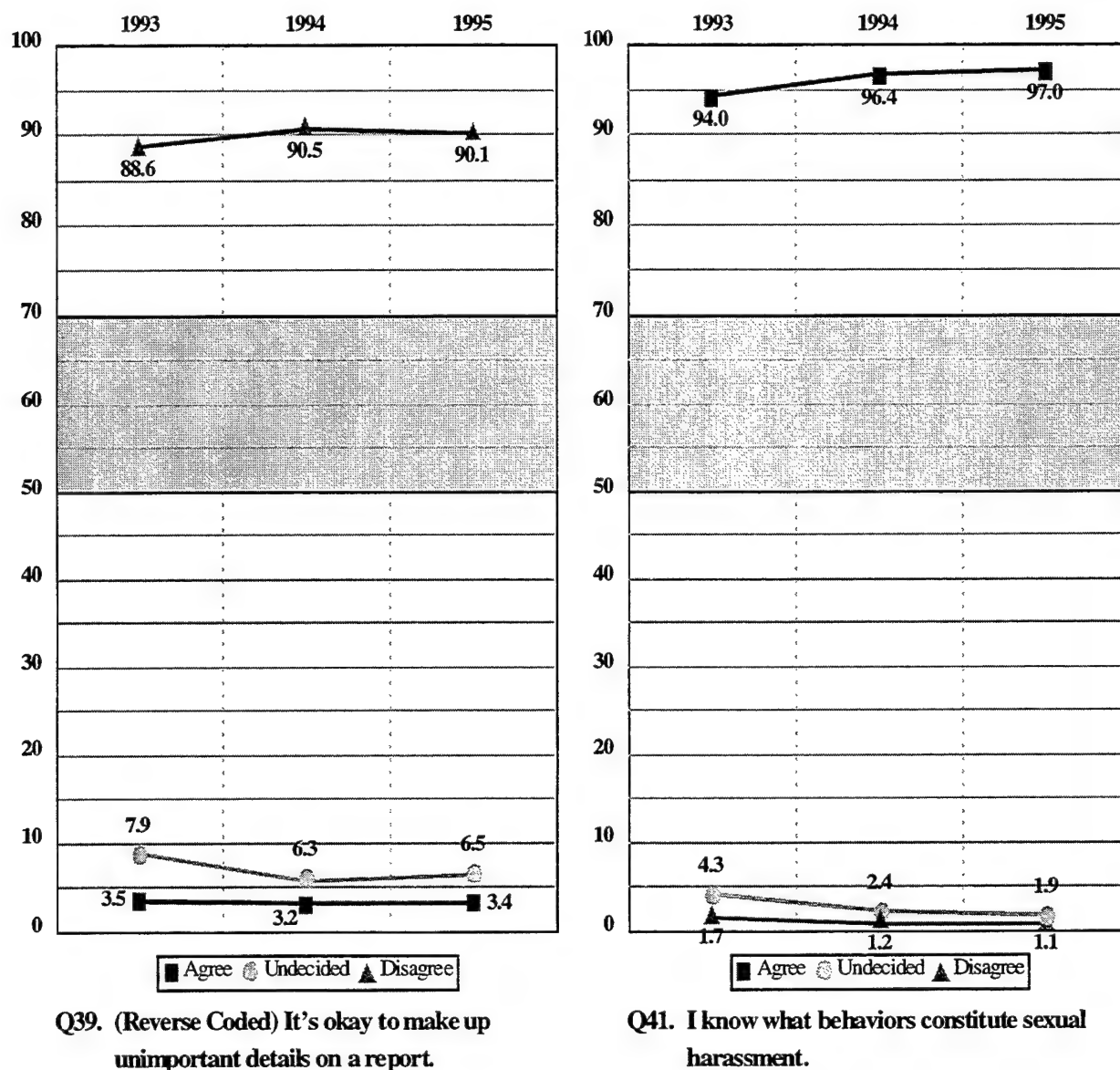


Figure 12. Responses to questions 39 and 41.

Responding to Question 41, an overwhelming 97.0 percent said they know what behaviors constitute sexual harassment, a response pattern consistent across the three surveys; 1.1 percent said they did not, and 1.9 percent were uncertain. Evidently, Navy training programs have accomplished their awareness objectives in this area. *Subgroup differences: None.*

A positive trend can be seen in responses to Question 46, with 82.9 percent agreeing in 1995 that people should always report others who engage in sexual harassment (Figure 13); 7.1 percent disagreed, and 10.1 percent were undecided. Small declines in disagree and undecided responses account for the positive trend. Subgroup differences: E-1--E-3 agreed at 73.1 percent, E-7--E-9 at 88.7 percent, O-1--O-3 at 79.0 percent, O-4--O-7 at 81.9 percent.

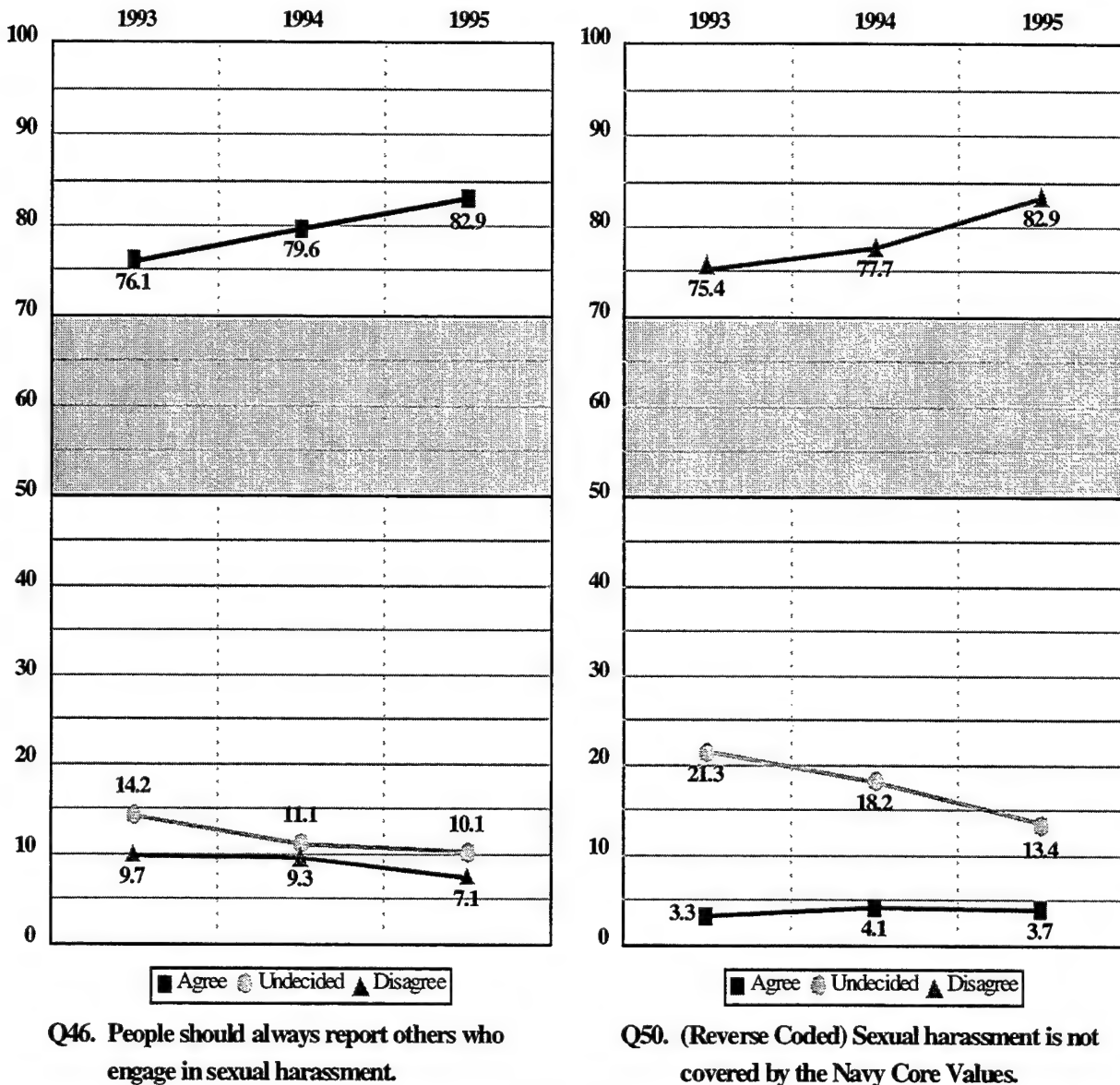


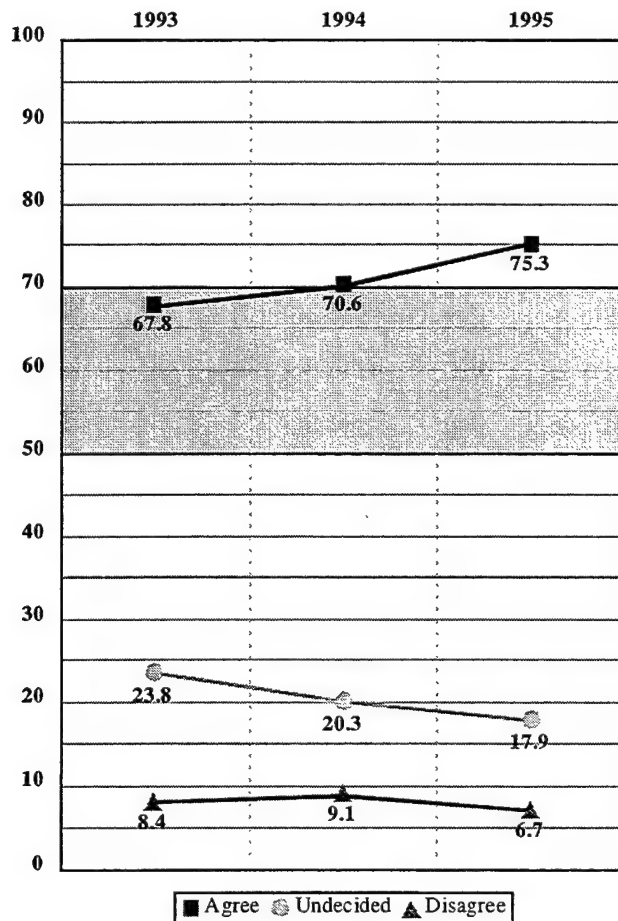
Figure 13. Responses to questions 46 and 50.

Question 50 was a false statement (Sexual harassment is not covered by the NCVs), and was disagreed with by 82.9 percent of the 1995 sample (3.7 percent agreed and 13.4 percent were undecided). The trend in responses on this question has been positive across the years, driven by a marked drop in undecided responses. Subgroup differences: E-1--E-3 disagreed at 73.6 percent, E-7--E-9 at 89.9 percent, O-1--O-4 at 87.7 percent, O-4--O-7 at 91.5 percent.

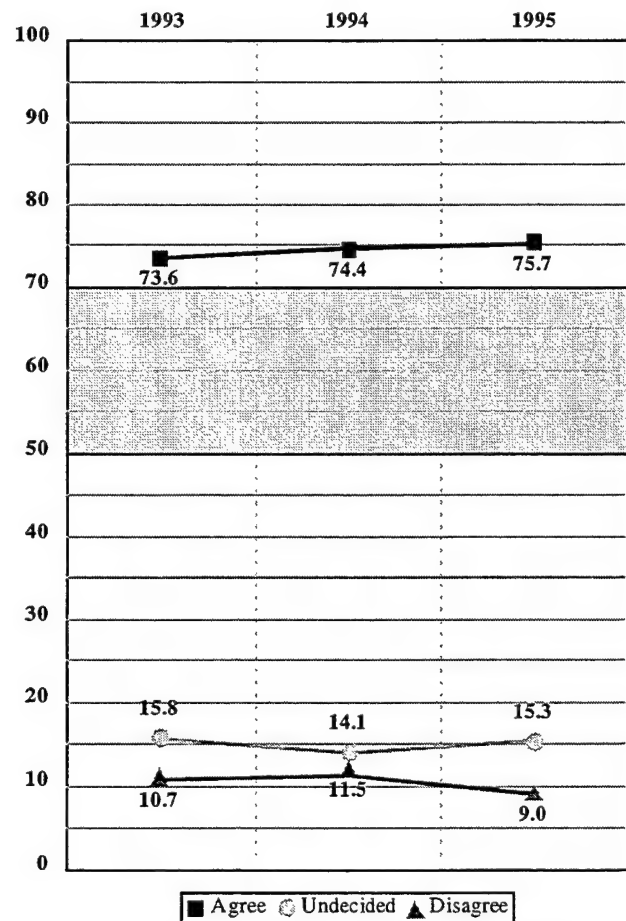
Question 54 moved from the Gray Areas into the Strong Consensus zone in 1994, and in 1995 saw a 75.3 percent agreement that the Core Values could effectively be applied in the commands of the respondents; disagreeing were 6.7 percent and undecided were 17.9 percent (a somewhat high level of uncertainty). The rather low level of agreement should be a cause of concern, in that it affects “training transfer,” the degree to which what is taught in training can be implemented or used on the job. *Subgroup differences: 17-24 agreed at 60.8 percent, 25-32 at 74.7 percent, 33 and older at 81.4 percent; high school or less agreed at 68.0 percent, college at 76.4 percent, graduate at 88.7 percent.*

Also in Figure 14, are responses to Question 55. Three-fourths (75.7%) of the 1995 respondents agreed with the statement that the Navy is committed to high standards of honor, commitment, and courage; 9.0 percent disagreed, and 15.3 percent were undecided. There has been little or no change on this item across the three year time span, and the rather low level of consensus on this question may be cause for concern. *Subgroup differences: None.*

Strong Consensus



Q54. Core Values can be effectively applied within my organization or command.



Q55. The Navy is committed to high standards of honor, commitment, and courage.

Figure 14. Responses to questions 54 and 55.

Areas of Substantial Disagreement

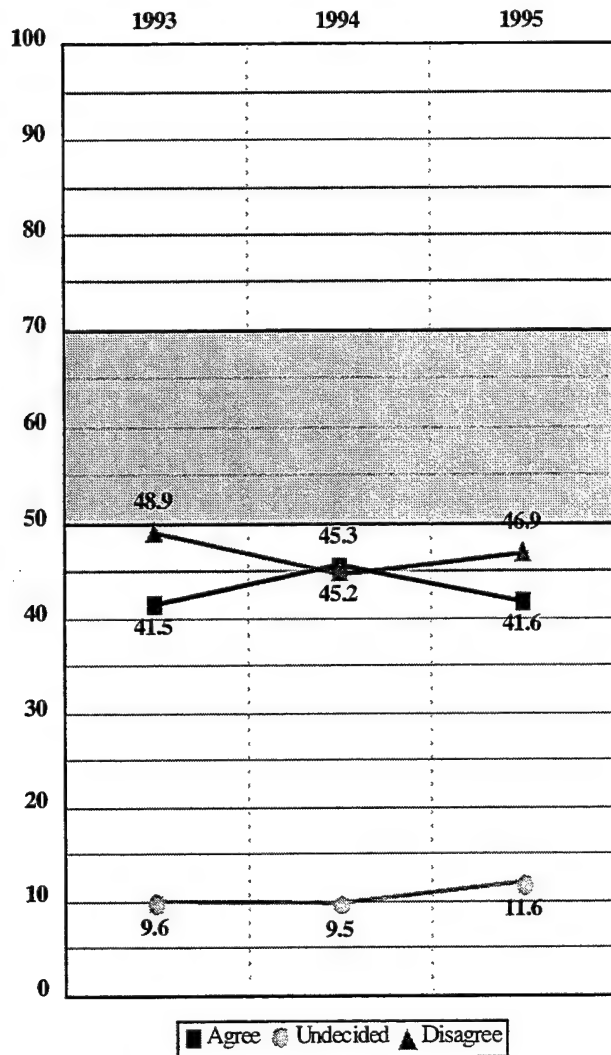
This category includes those survey questions having a response pattern showing less than 50 percent agreement (or disagreement with a reverse-coded question). Such patterns can be seen as indicative of polarization within the Navy, caused by relatively low agreement among Navy members with the NCVs, or, more often, of low opinions about the manifestation of the Core Values in daily work activities in the Navy. These response patterns are not conducive to a strong values community, but rather reflect adverse perceptions of organizational climate, leadership, and behavioral reinforcement. In particular, levels of uncertainty (i.e., the percentage of undecided responses) are generally much higher on these questions.

Question 9 was reverse coded, and in 1995, 46.9 percent disagreed that whether you were held accountable depends on your paygrade, or who you work for. However, 41.6 percent agreed with that statement, and another 11.6 percent were undecided. These response patterns do not speak well of organizational climate in general or of leadership in particular. Little net change has been made in response patterns across the three surveys (see Figure 15). *Subgroup differences: E-1--E-3 disagreed at 38.1 percent, E-4--E-6 at 40.2 percent, E-7--E-9 at 55.2 percent, O-1--O-3 at 57.1 percent, O-4--O-7 at 58.4 percent.*

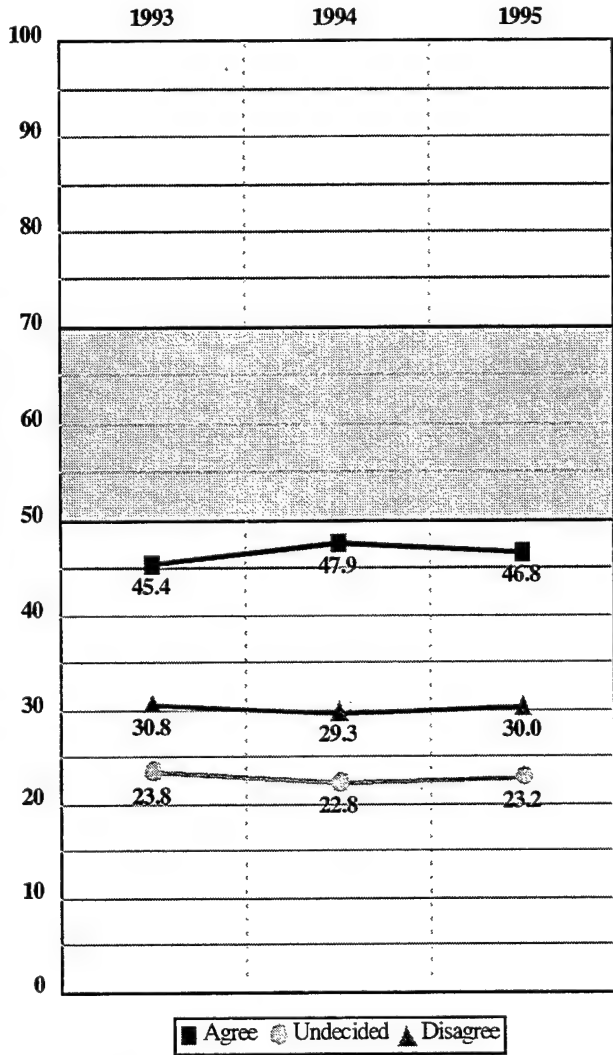
Also in Figure 15, 1995 responses to Question 11 show 46.8 percent agreeing that loyalty to the Navy is more important than loyalty to peers, subordinates, and supervisors. Thirty percent (30.0%) disagreed, however, and a large percentage (23.2%) remained undecided on this issue. On this question, there has been almost no change across the three surveys, and the results no doubt mirror the decline in organizational commitment prevalent throughout American society. *Subgroup differences: 17-24 agreed at 34.6 percent, 33 and older at 53.3 percent; high school or less agreed at 39.8 percent, graduate at 55.1 percent; E-1--E-3 agreed at 36.2 percent, E-4--E-6 at 42.2 percent, E-7--E-9 at 54.4 percent, O-1--O-3 at 49.7 percent, O-4--O-7 at 57.6 percent.*

That one of the best characteristics of the Navy is concern for people (Question 13) was agreed with by 43.7 percent of the 1995 sample, but another 39.0 percent disagreed, with 17.4 percent remaining uncertain. As can be seen in Figure 16, no significant change was evident over the three survey years. Undecided responses are not in decline. *Subgroup differences: 17-24 agreed at 30.1 percent, 25-32 by 36.9 percent, 33 and older at 54.0 percent; high school or less agreed at 35.8 percent, college at 45.0 percent, graduate at 57.6 percent; E-1--E-3 agreed at 35.8 percent, E-4--E-6 at 34.4 percent, E-7--E-9 at 55.9 percent, O-1--O-3 at 49.7 percent, O-4--O-7 at 62.8 percent; overall, enlisted agreed at 39.0 percent, officers at 56.5 percent.*

Responses to Question 14 (reverse coded), in the same Figure 16, show an almost even split between agree (36.6%) and disagree (38.9%) to the statement, "The problem is that if I report someone for wrongdoing, the Navy may not back me up." Almost a fourth of the sample were undecided (24.5%), and little change in response patterns over the years was evident. *Subgroup differences: men agreed at 34.3 percent, women at 49.5 percent; 17-24 disagreed at 26.0 percent, 33 and older at 45.9 percent; E-1--E-3 disagreed at 20.3 percent, E-4--E-6 at 31.1 percent, E-7--E-9 at 50.2 percent, O-1--O-3 at 48.8 percent, O-4--O-7 at 55.5 percent; overall, enlisted disagreed at 34.0 percent, officers at 52.4 percent.*

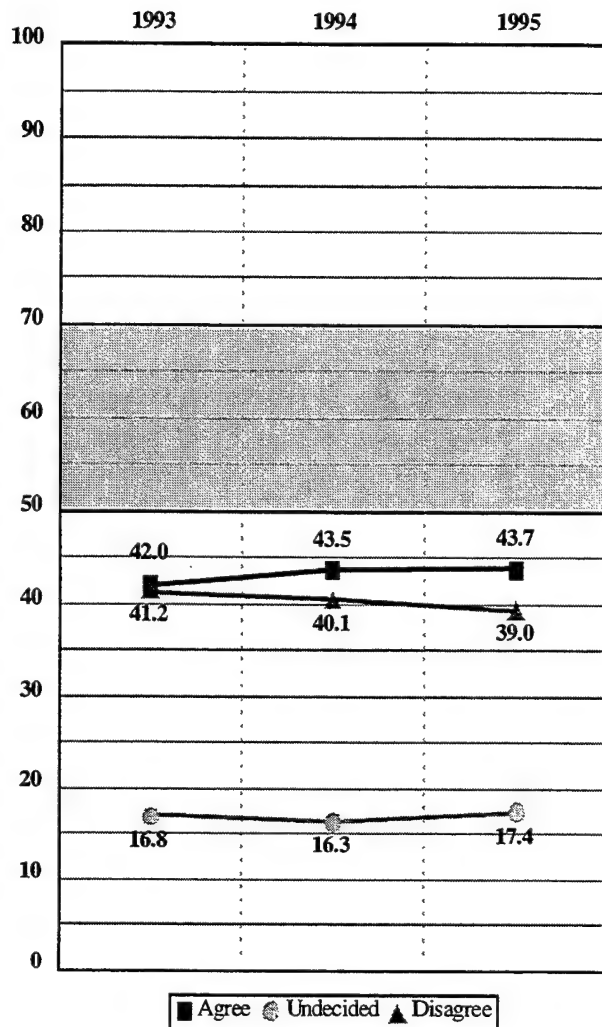


Q9. (Reverse Coded) Whether or not you are held accountable depends on your paygrade, or who you work for.

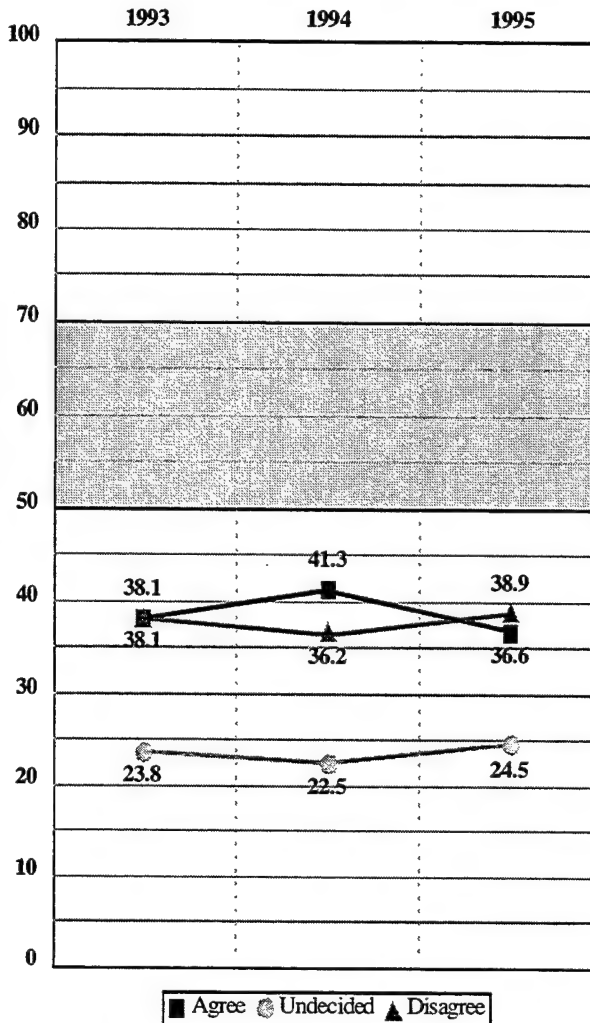


Q11. Loyalty to the Navy is ultimately more important than loyalty to my peers, subordinates and supervisors.

Figure 15. Responses to questions 9 and 15.



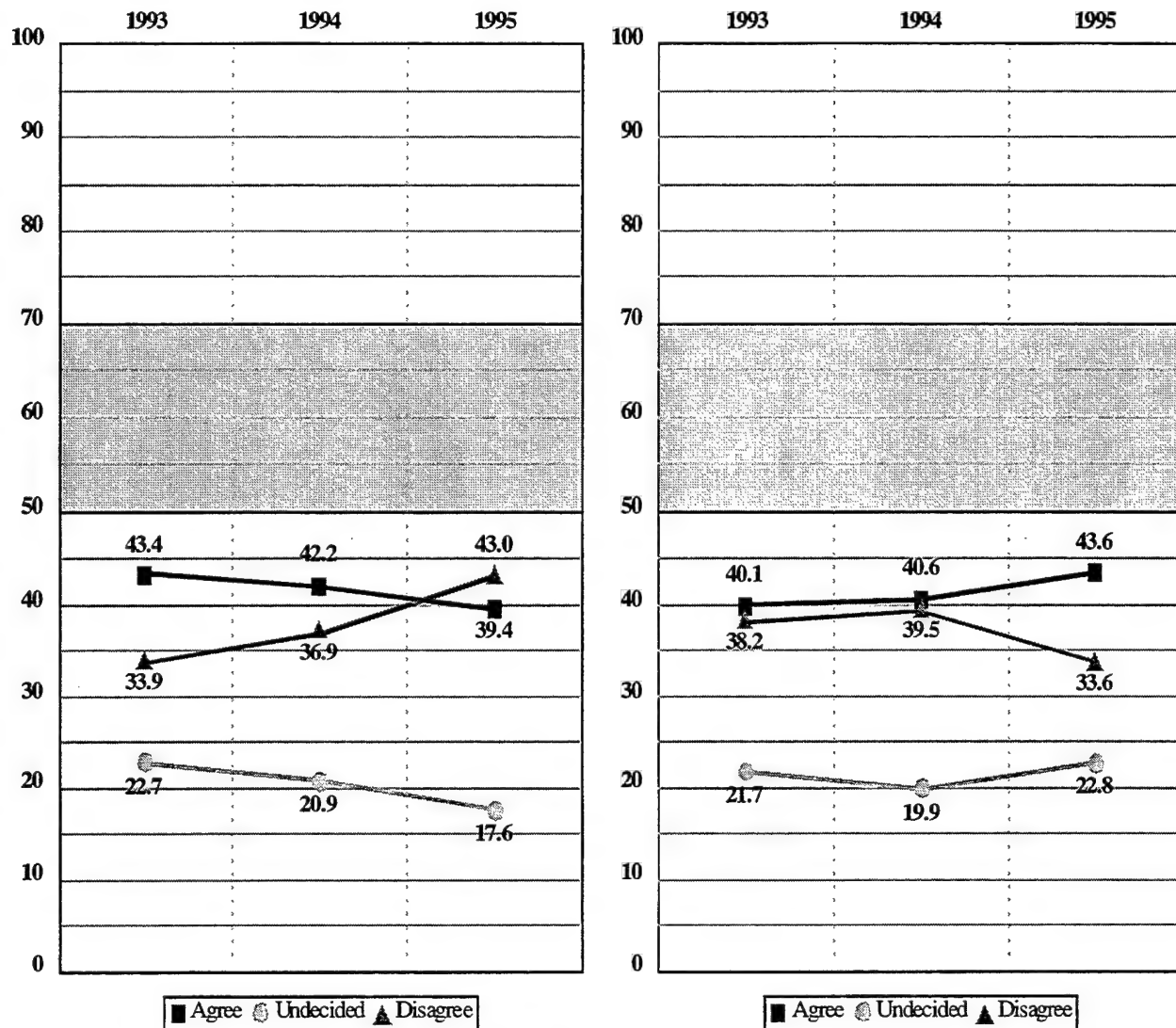
Q13. One of the best characteristics of the Navy is concern for people.



Q14. (Reverse Coded) The problem is that if I report someone for wrongdoing, the Navy may not back me up.

Figure 16. Responses to questions 13 and 14.

"I see the Navy Core Values being violated everyday" was a statement disagreed with by 43.0 percent of the 1995 respondents. Agreeing with that statement were 39.4 percent, whereas 17.6 percent were undecided. Although Question 23 still remains firmly within the area of substantial disagreement, the trend in response patterns on this reverse coded item, as shown in Figure 17, has been quite positive. *Subgroup differences: 17-24 disagreed at 18.6 percent, 25-32 at 41.1 percent, 33 and older at 53.9 percent; high school or less disagreed at 32.5 percent, graduate at 68.9 percent; married disagreed at 47.3 percent, single at 30.2 percent; E-1—E-3 disagreed at 15.8 percent, E-4—E-6 at 31.2 percent, E-7—E-9 at 55.2 percent, O-1—O-3 at 60.5 percent, O-4—O-7 at 70.7 percent; overall, enlisted disagreed at 34.7 percent, officers at 66.0 percent, sea disagreed at 33.0 percent, shore at 50.5 percent.*



Q23. (Reverse Coded) I see the Navy Core Values being violated everyday.

Q25. In my command, people are honest and truthful in their dealings with each other.

Figure 17. Responses to questions 23 and 25.

Much less progress has been shown across the 3-year survey period with respect to response patterns for Question 25, which reflects on organizational climate. In 1995, 43.6 percent agreed that, "In my command, people are honest and truthful with each other," and 33.6 percent disagreed, with 22.8 percent remaining undecided. *Subgroup differences: 17-24 agreed at 23.9 percent, 25-32 at 41.1 percent, 33 and older at 53.2 percent; whites agreed at 45.7 percent, blacks at 28.7 percent; high school or less agreed at 31.3 percent, graduate at 69.9 percent; E-1--E-3 agreed at 21.8 percent, E-4--E-6 at 30.3 percent, E-7--E-9 at 53.0 percent, O-1--O-3 at 66.6 percent, O-4--O-7 at 74.6 percent; overall, enlisted agreed at 34.2 percent, officers at 69.6 percent.*

Both questions in Figure 18 address leadership, and the response patterns are not flattering to the Navy. The trend for Question 30 (reverse coded) has not been overly positive, as can be seen in Figure 18. In the latest survey, only 47.9 percent disagreed that supervisors at their command

take advantage of their subordinates to get ahead. Agreeing with that statement were 29.8 percent, and 22.2 percent were undecided. Subgroup differences: 17-24 disagreed at 26.5 percent, 25-32 at 43.9 percent, 33 and older at 59.0 percent; high school or less disagreed at 37.6 percent, graduate at 71.0 percent; married disagreed at 52.0 percent, single at 36.0 percent; E-1--E-3 disagreed at 28.6 percent; E-4--E-6 at 34.6 percent, E-7--E-9 at 60.9 percent, O-1--O-3 at 65.6 percent, O-4--O-7 at 76.5 percent; overall, enlisted disagreed at 39.5 percent, officers at 71.0 percent; sea disagreed at 38.4 percent, shore at 54.8 percent.

Substantial Disagreement

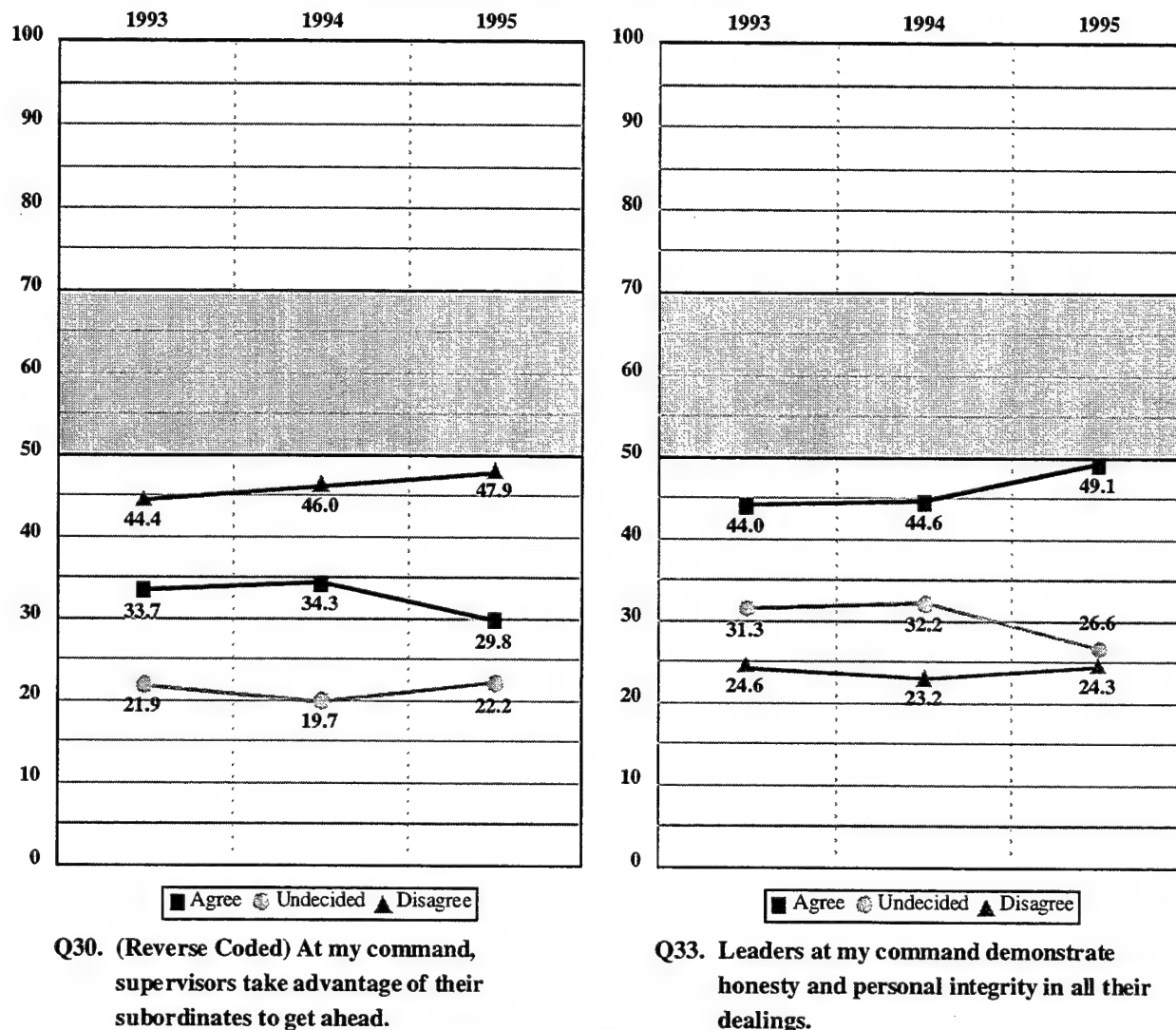


Figure 18. Responses to questions 30 and 33.

Also in Figure 18 are the response patterns for Question 33, which show a slightly better trend. In 1995, 49.1 percent of the respondents agreed that leaders at their command demonstrate honesty and personal integrity in all their dealings. However, 24.3 percent still disagreed, and an even higher percentage (26.6%) gave a neutral response. Subgroup differences: 17-24 agreed at 30.3 percent, 25-32 at 46.2 percent, 33 and older at 58.9 percent; high school or less agreed at 37.6 percent, graduate

at 74.3 percent; E-1--E-3 agreed at 31.0 percent, E-4--E-6 at 35.8 percent, E-7--E-9 at 55.3 percent, O-1--O-3 at 70.5 percent, O-4--O-7 at 83.0 percent; overall, enlisted agreed at 39.4 percent, officers at 76.0 percent; sea agreed at 39.9 percent, shore at 55.8 percent.

"If you live by the Core Values, you will get ahead in the Navy" (Question 34) was a statement agreed with by just 45.8 percent in the 1995 survey, while being disagreed with by 21.4 percent, and 32.9 percent remaining undecided. Figure 19 shows a slight positive trend, with most progress coming from a reduction in the undecided responses. Although it could be argued that adhering to the NCV should be done without regard to "perceived" or "anticipated" payoff, still, the results here indicate that reinforcement for the NCV is still lacking. *Subgroup differences: E-1--E-3 agreed at 43.1 percent, E-4--E-6 at 37.9 percent, E-7--E-9 at 57.3 percent, O-1--O-3 at 51.7 percent, O-4--O-7 at 57.7 percent.*

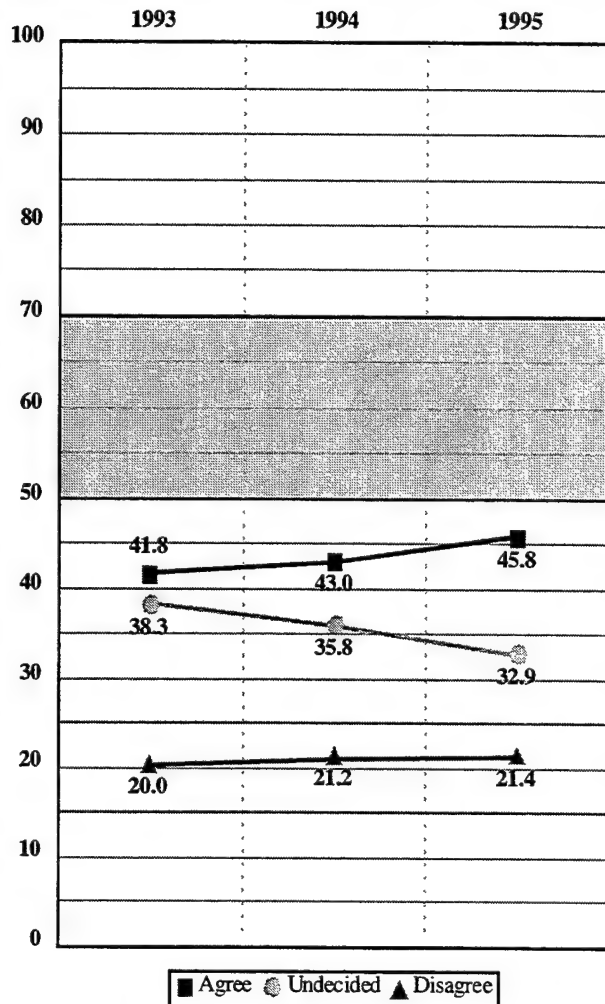
Figure 19 also shows the trend for Question 40 (Loyalty is greatly rewarded in the Navy), which is essentially flat across the 1993-1995 survey periods. The 1995 figures were: 37.9 percent agree, 34.9 percent disagree, and 27.2 percent undecided. Polarization on this issue is strong, as witness the almost equal percentages of agree and disagree. *Subgroup differences: high school or less agreed at 33.6 percent, graduate at 49.3 percent; E-1--E-3 agreed at 37.7 percent, E-4--E-6 at 29.7 percent, E-7--E-9 at 45.6 percent, O-1--O-3 at 44.6 percent, O-4--O-7 at 54.2 percent; overall, enlisted agreed at 33.8 percent, officers at 49.6 percent.*

Question 43 (reverse coded) stated that: "The number one goal of Navy civilian or military men and women should be to advance their careers." That was disagreed with by 47.8 percent in 1995, and agreed with by 39.0 percent, with 13.2 percent being undecided. The trend has been positive across the 3-year period, although uncertainty has remained stable (Figure 20). *Subgroup differences: 17-24 disagreed at 28.8 percent, graduate at 57.2 percent; whites disagreed at 53.7 percent, blacks at 28.4 percent, "other" at 29.9 percent; high school or less disagreed at 29.1 percent, college at 50.5 percent, graduate at 82.2 percent; E-1--E-3 disagreed at 21.5 percent, E-7--E-9 at 53.3 percent, O-1--O-3 at 70.7 percent, O-4--O-7 at 82.0 percent; overall, enlisted disagreed at 37.7 percent, officers at 75.3 percent.*

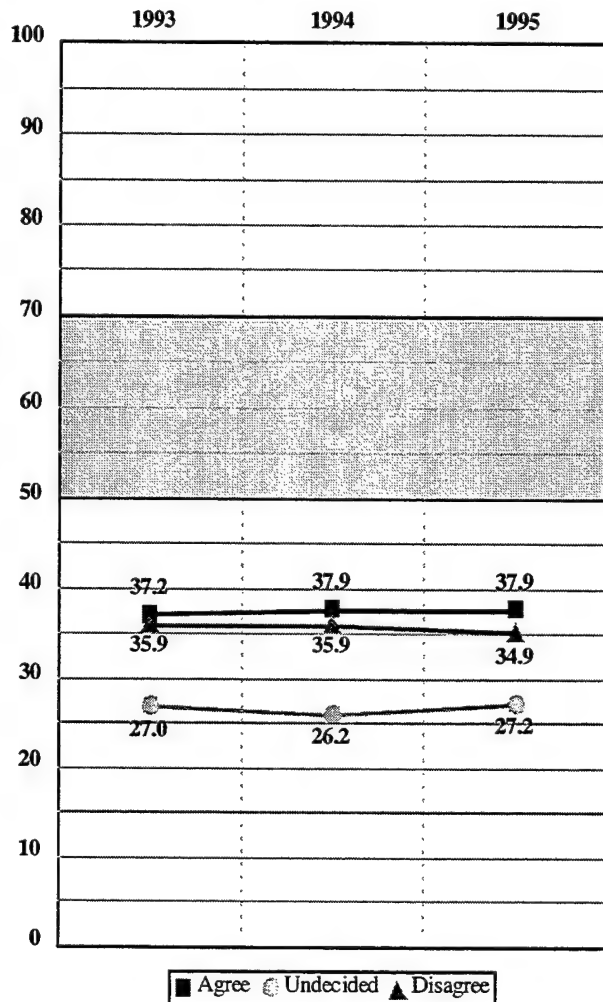
Only forty-nine percent (49.0%) agree in the 1995 survey that the climate at their command allows them to work at maximum potential in an atmosphere of mutual respect (Question 44). A little more than a third of the sample (34.4%) disagreed, and 16.6 percent were undecided. The trend has been slightly in a positive direction, although the undecided response rate has remained essentially unchanged across the survey periods. *Subgroup differences: 17-24 agreed at 31.3 percent, 25-32 at 45.9 percent, 33 and older at 58.1 percent; high school or less agreed at 40.2 percent, college at 49.9 percent, graduate at 66.6 percent; E-1--E-3 agreed at 34.3 percent, E-4--E-6 at 38.3 percent, E-7--E-9 at 60.8 percent, O-1--O-3 at 59.9 percent, O-4--O-7 at 74.8 percent; overall, enlisted agreed at 42.6 percent, officers at 66.7 percent.*

That one NCV sometimes conflicts with another (Question 48 -- reverse coded) is a statement disagreed with by 29.1 percent, whereas 37.1 percent agreed with it and 33.8 percent were undecided, as shown in Figure 21. Results across the three-year period have been mixed, but overall, the trend has been slightly positive. *Subgroup differences: 17-24 disagreed at 21.3 percent, 33 and older at 47.2 percent; high school or less disagreed at 23.9 percent, college at 40.0 percent, graduate at 58.5 percent; E-1--E-3 disagreed at 21.3 percent, E-4--E-6 at 27.0 percent, E-7--E-9 at 47.6 percent, O-1--O-3 at 45.8 percent, O-4--O-7 at 64.3 percent; overall, enlisted disagreed at 30.7 percent, officers at 54.6 percent.*

Substantial Disagreement



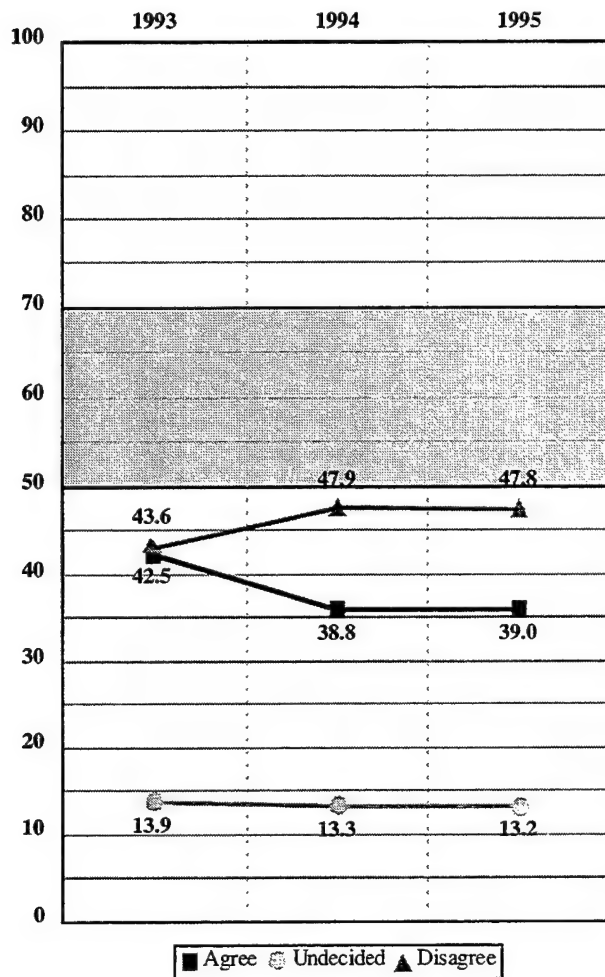
Q34. If you live by the Core Values, you will get ahead in the Navy.



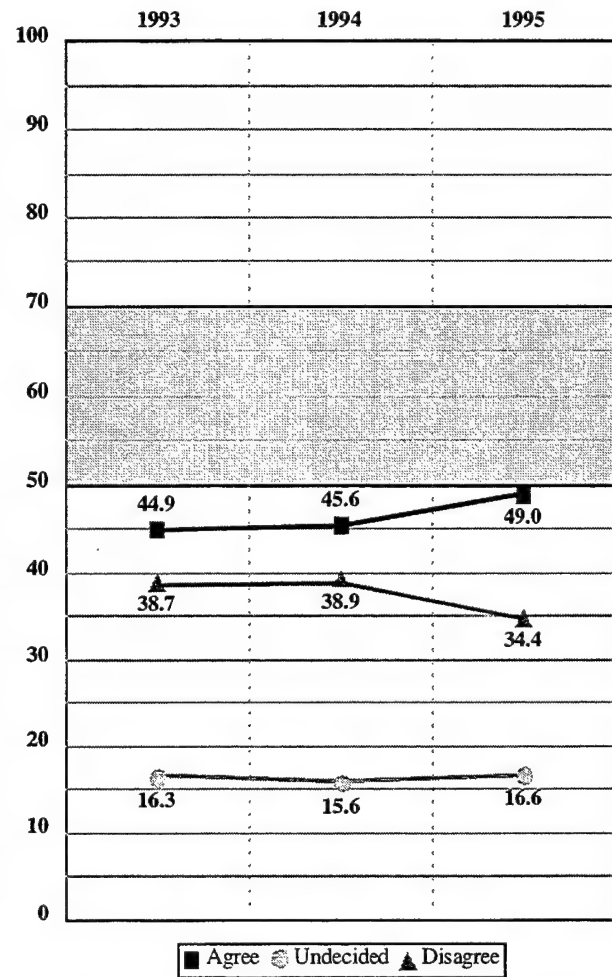
Q40. Loyalty is greatly rewarded in the Navy.

Figure 19. Responses to questions 34 and 40.

Substantial Disagreement



Q43. (Reversed Coded) The number one goal of Navy civilian or military men and women should be to advance their careers.



Q44. The climate at my command allows all of us to work to our maximum potential, in an atmosphere of mutual respect.

Figure 20. Responses to questions 43 and 44.

Substantial Disagreement

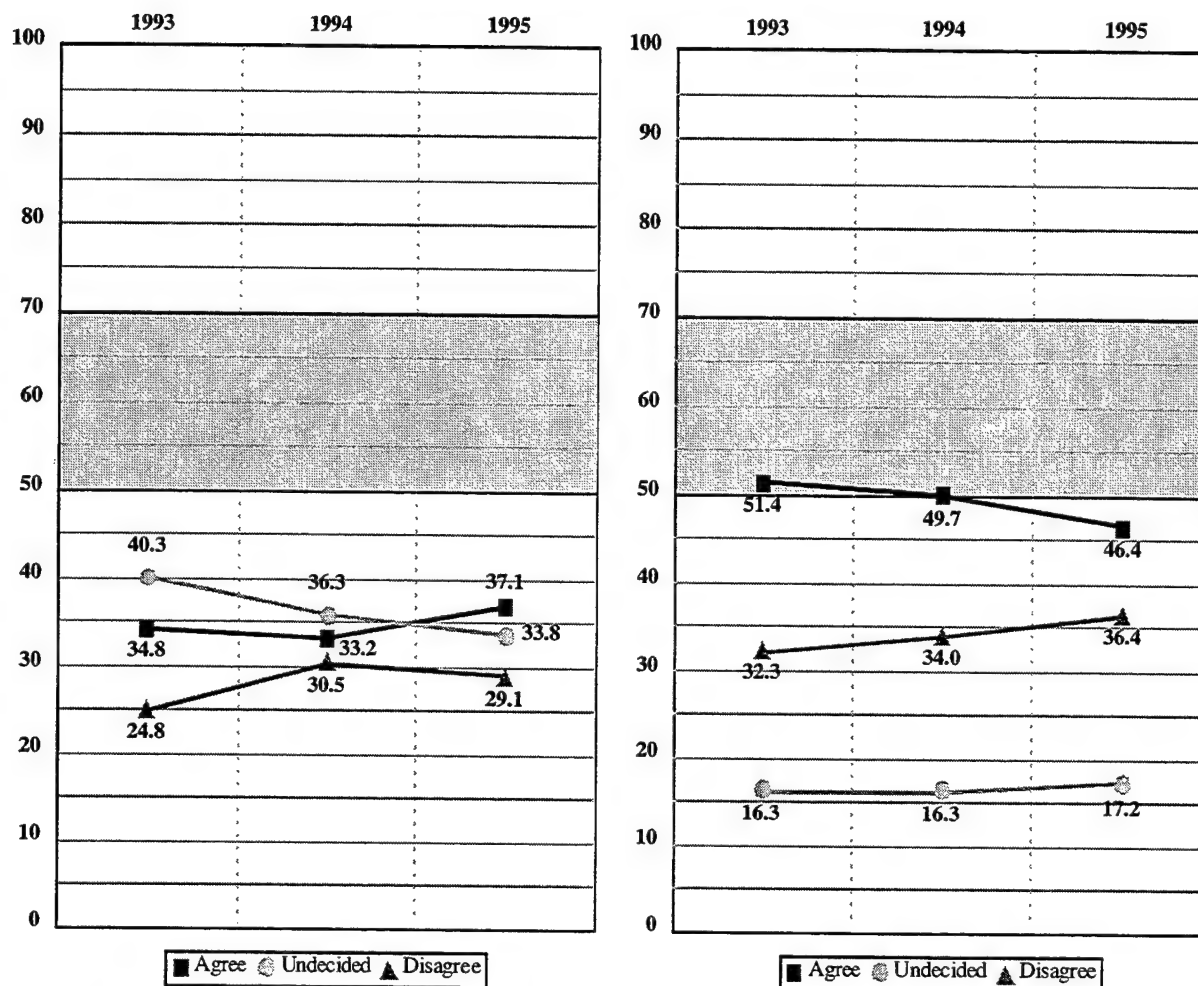


Figure 21. Responses to questions 48 and 59.

Also shown in Figure 21 are response patterns for Question 59, also reverse coded. Disagreeing with the statement that "Sometimes you have to bend or break the rules in order to get the job done," were 36.4 percent; agreeing were 46.4 percent, with 17.2 percent undecided. The desired response remains at a very low level; however, the trend has been slightly positive. *Subgroup differences: E-1--E-3 disagreed at 31.5 percent, E-4--E-6 at 31.5 percent, O-4--O-7 at 46.8 percent.*

Gray Areas

In this category have been placed those survey questions that have agreement responses ranging from 50-69 percent. These are mid-range response patterns. They do not indicate extreme polarization or attitudes and opinions at variance with the NCV. Neither do they show very strong commitment to the NCV or a very positive outlook on the elements of command climate

and leadership addressed by the survey questions. Levels of uncertainty are quite high for many of these questions. And, persons giving these mid-range responses are probably those who can be swayed toward one extreme or the other (strong consensus or substantial disagreement) by and because of their “receipt of further information.”

In the 1995 survey, 60.8 percent agreed that officers at their command demonstrate the Core Values in their everyday actions (Question 4); 18.2 percent disagreed, and an even higher percentage (21.0%) were undecided. Although a higher level of agreement would be desirable, the trend on this item (Figure 22) has been positive over the three survey years. *Subgroup differences:* 17-24 agreed at 46.9 percent, 33 and older at 67.6 percent; high school or less agreed at 50.9 percent, graduate at 81.7 percent; E-1--E-3 agreed at 53.7 percent, E-4--E-6 at 50.6 percent, E-7--E-9 at 61.2 percent, O-1--O-3 at 79.0 percent, O-4--O-7 at 87.2 percent; overall, enlisted agreed at 53.1 percent, officers at 82.2 percent.

Gray Areas

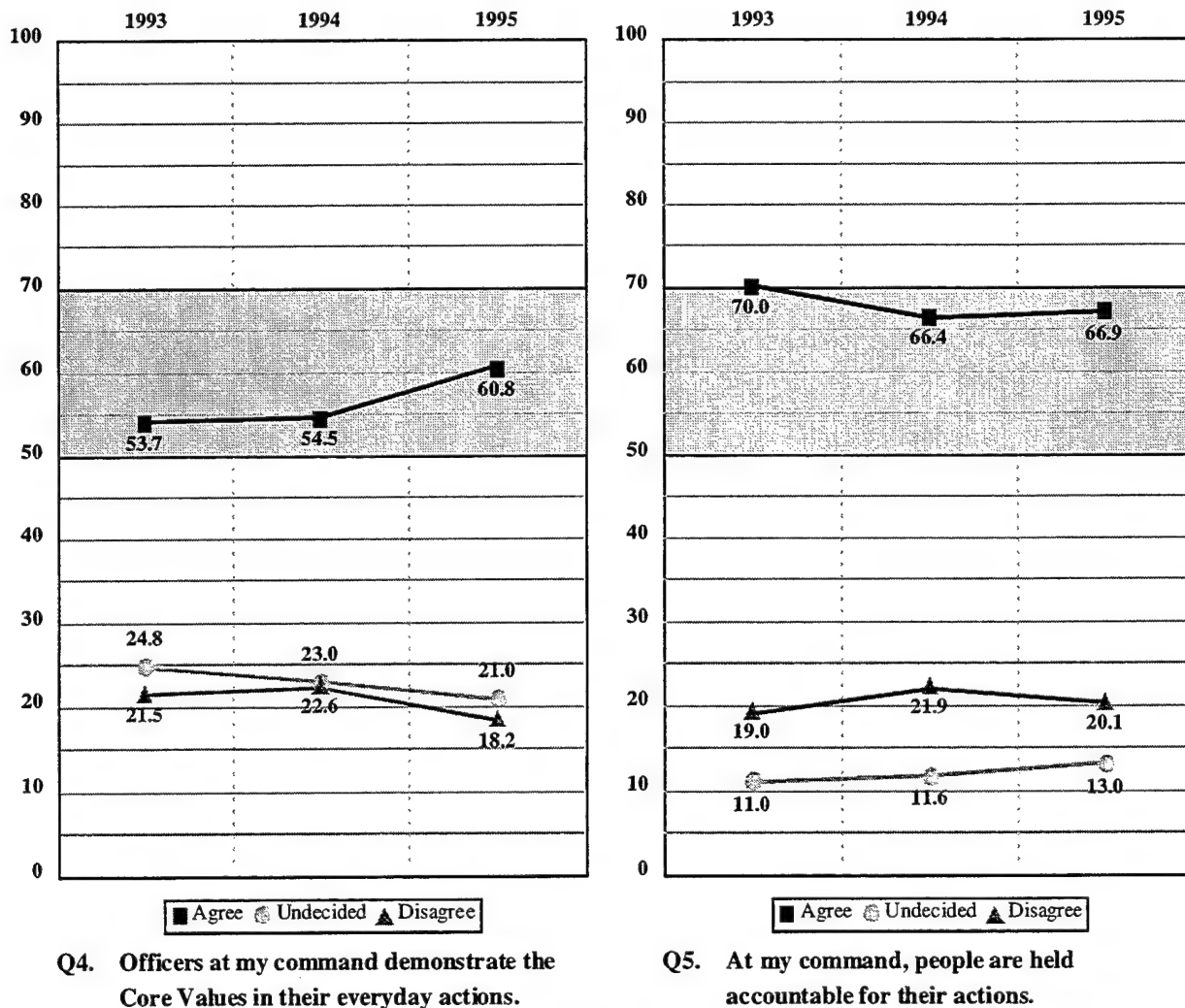
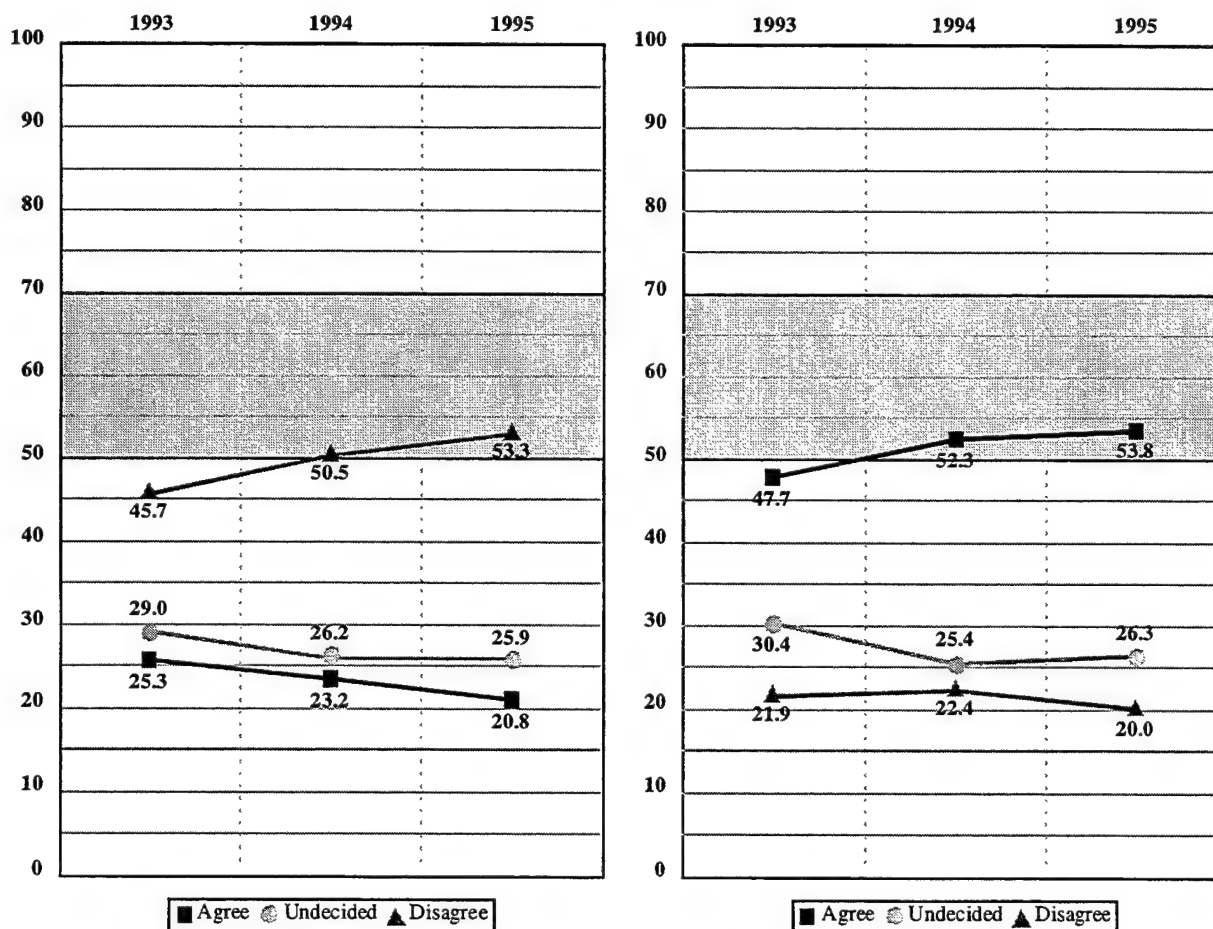


Figure 22. Responses to questions 4 and 5.

A negative trend, however, is apparent in the case of Question 5. In 1995, 66.9 percent agreed that, at their commands, people are held accountable for their actions; 20.1 percent disagreed, 13.0 percent were undecided. This item dropped during year two from the Strong Consensus zone into the Gray Areas. *Subgroup differences: E-1--E-3 agreed at 71.1 percent, E-4--E-6 at 60.2 percent, E-7--E-9 at 68.0 percent, O-1--O-3 at 77.0 percent, O-4--O-7 at 80.2 percent; overall, enlisted agreed at 62.8 percent, officers at 78.2 percent.*

Question 6 was reverse coded, and stated: "This whole Core Values thing is a big over-reaction to the actions of a few people." In 1995, 53.3 percent disagreed, 20.8 percent agreed, and 25.9 percent were undecided. As can be seen in Figure 23, the trend has been positive, and the question moved up from the Substantial Disagreement zone during year two. *Subgroup differences: High school or less disagreed at 45.1 percent, graduate at 61.5 percent; E-1--E-3 disagreed at 45.0 percent E-7--E-9 at 60.3 percent, O-4--O7 at 59.7 percent.*

Gray Areas



Q6. (Reverse Coded) This whole Core Values thing is a big over-reaction to the actions of a few people.

Q7. Navy Chief Petty Officers (CPOs) live by the Core Values.

Figure 23. Responses to questions 6 and 7.

Another positive trend is apparent in Figure 23. Responses on the 1995 survey to Question 7 (Navy Chief Petty Officers (CPOs) live by the Core Values) were 53.8 percent agree, 20.0 percent disagree, and 26.3 percent undecided. This question also moved up from the Substantial Disagreement zone during year two. However, the percentage of undecided responses is still quite high. *Subgroup differences: 17-24 agreed at 42.7 percent, 25-32 at 49.6 percent, 33 and older at 61.4 percent; E-1--E-3 agreed at 49.3 percent, E-4--E-6 at 39.4 percent, E-7--E-9 at 78.3 percent, O-1--O-3 at 65.6 percent, O-4--O-7 at 72.2 percent; overall, enlisted agreed at 48.3 percent, officers at 68.8 percent*

“My leaders demonstrate ethical behavior and commitment to the Core Values” (Question 19) was a statement agreed with by 61.8 percent of the sample; 17.9 percent disagreed, and 20.3 percent were undecided. The trend has been positive, as shown in Figure 24. *Subgroup differences: 17-24 agreed at 49.6 percent, 33 and older at 67.8 percent; high school or less agreed at 53.9 percent, graduate at 76.8 percent; E-1--E-3 agreed at 49.1 percent, E-4--E-6 at 52.6 percent, E-7--E-9 at 70.3 percent; overall, enlisted agreed at 55.9 percent, officers at 78.1 percent.*

Gray Areas

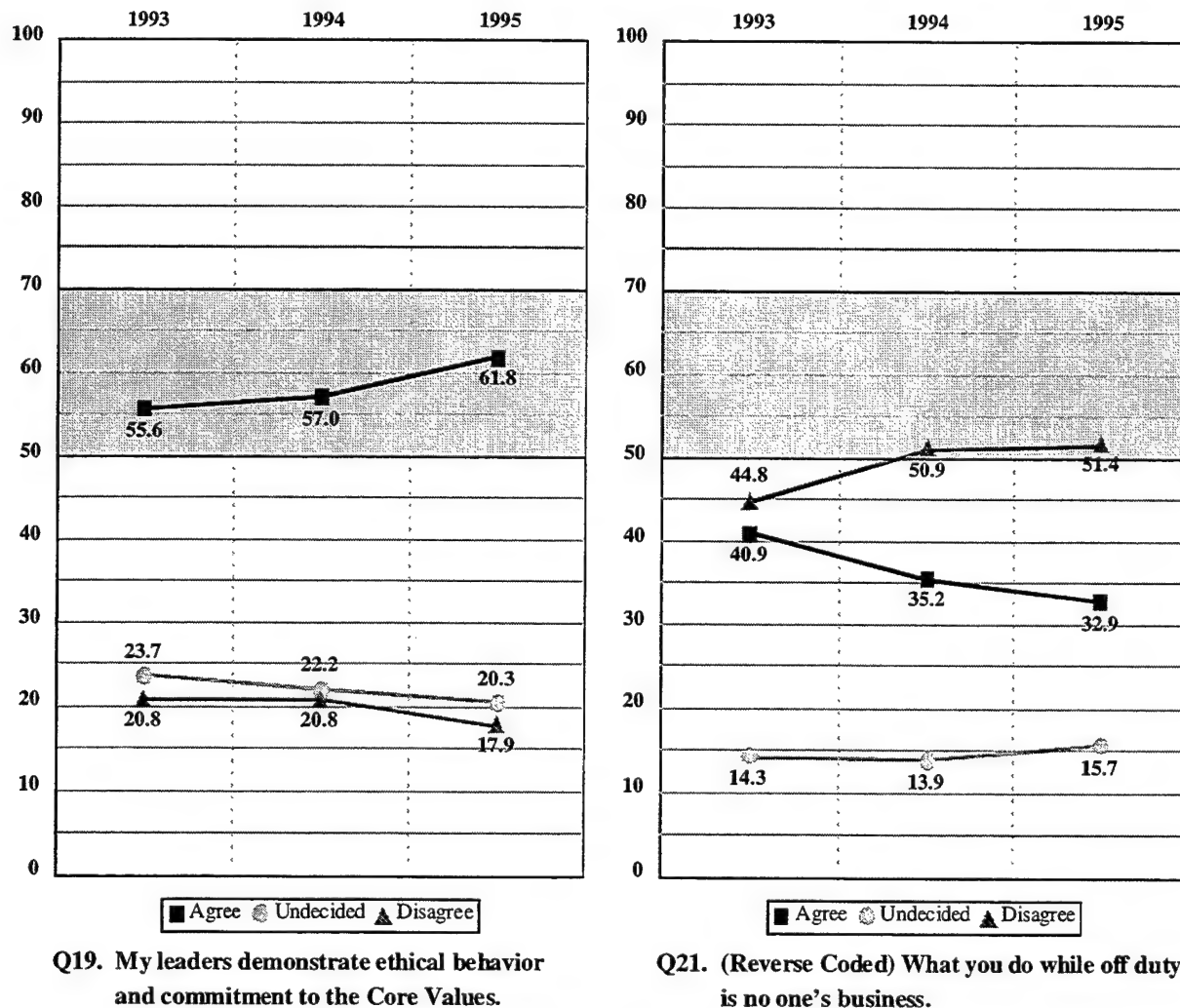
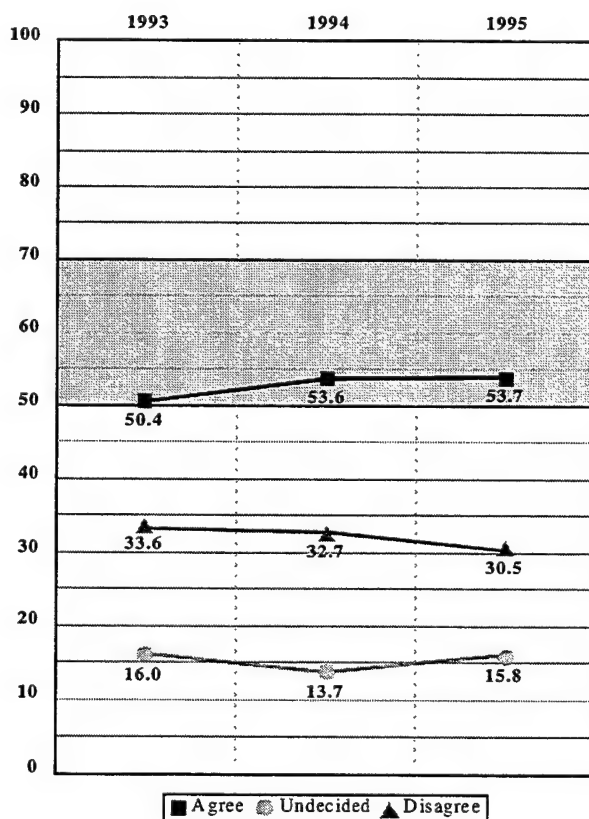


Figure 24. Responses to questions 19 and 21.

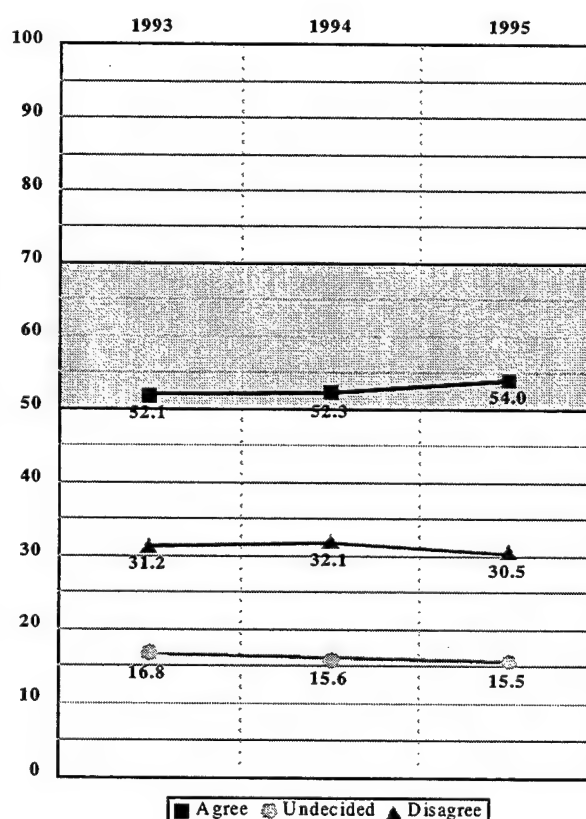
Slightly more than half (51.4%) disagreed that what you do while off duty is no one's business (Question 21); 32.9 percent agreed, and 15.7 percent were undecided. In the second year survey, this reverse-coded question moved up from the Substantial Disagreement zone into the Gray Areas, and the trend has been positive. *Subgroup differences:* 17-24 disagreed at 22.0 percent, 25-32 at 48.3 percent, 33 and older at 65.1 percent; high school or less disagreed at 36.6 percent, college at 54.1 percent, graduate at 76.9 percent; married disagreed at 56.6 percent, single at 35.8 percent; E-1--E-3 disagreed at 16.5 percent, E-4--E-6 at 39.1 percent, E-7--E-9 at 66.7 percent, O-1--O-3 at 69.1 percent, O-4--O-7 at 81.9 percent; overall, enlisted disagreed at 42.7 percent, officers at 75.3 percent.

Question 28 saw slightly more than half the respondents (53.7%) agreeing with the statement, "In the Navy, the dignity of each person is respected, without regard to race, sex, religion, or cultural background" (Figure 25). Disagreeing were 30.5 percent, and another 15.8 percent were undecided. The trend has been very slightly positive, but the agreement level remains far too low. *Subgroup differences:* 17-24 agreed at 37.3 percent, 25-32 at 53.2 percent; whites agreed at 56.9 percent, blacks at 33.4 percent, "other" at 54.2 percent; high school or less agreed at 42.9 percent, graduate at 69.4 percent; E-1--E-3 agreed at 32.1 percent, E-4--E-6 at 43.4 percent, E-7--E-9 at 65.9 percent; overall, enlisted agreed at 47.0 percent, officers at 72.1 percent.

Gray Areas



Q28. In the Navy, the dignity of each person is respected, without regard to race, sex, religion, or cultural background.



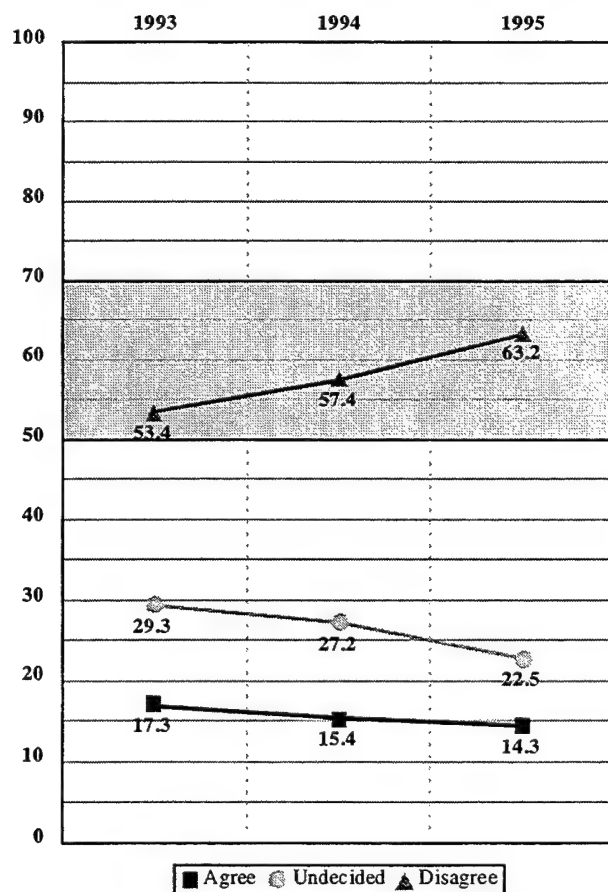
Q29. The Navy rewards competence -- the ability, skills, and motivation to do the job.

Figure 25. Responses to questions 28 and 29.

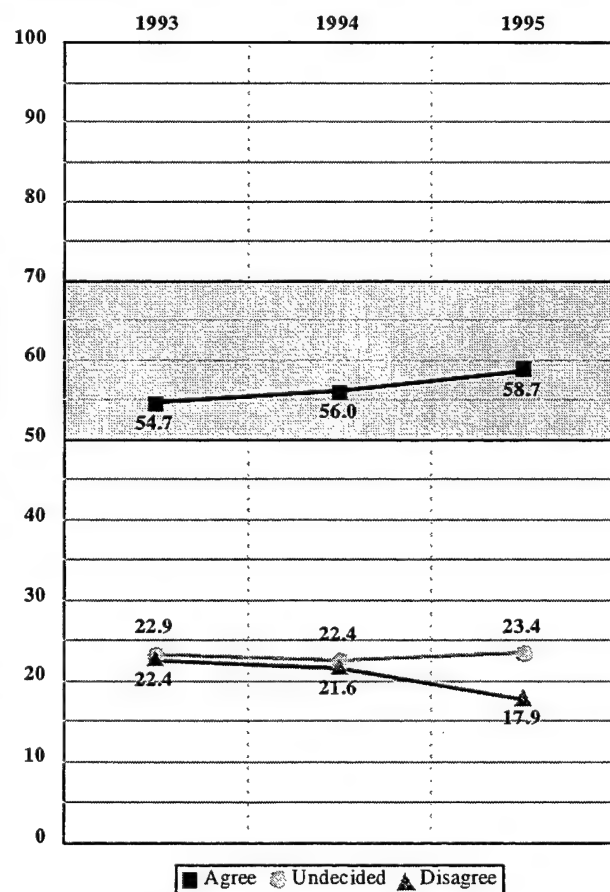
Question 29 speaks to reinforcement in the workplace, and little movement has occurred over the 3-year period. The 1995 survey found 54.0 percent agreeing that the Navy rewards competence--the ability, skills, and motivation to do the job. Thirty percent (30.5%) disagreed, and 15.5 percent were uncertain. *Subgroup differences: High school or less agreed at 47.8 percent, graduate at 64.5 percent; E-1--E-3 agreed at 50.7 percent, E-4--E-6 at 43.9 percent, E-7--E-9 at 67.8 percent, O-1--O-3 at 60.7 percent, O-4--O-7 at 70.7 percent; overall, enlisted agreed at 49.5 percent, officers at 66.0 percent.*

A strong positive trend is shown in Figure 26 for Question 36, which was reverse coded. In 1995, 63.2 percent disagreed with the statement "Core Values are not as important as doing your job well." Agreeing with that statement were 14.3 percent, whereas 22.5 percent remained undecided. The trend probably reflects growing familiarity with the NCVs and consideration of their workplace relevance. *Subgroup differences: 17-24 disagreed at 44.4 percent, 25-32 at 61.0 percent, 33 and older at 72.0 percent; high school or less disagreed at 52.9 percent, graduate at 74.9 percent; E-1--E-3 disagreed at 47.2 percent, E-4--E-6 at 56.3 percent, E-7--E-9 at 73.5 percent, O-1--O-3 at 69.8 percent, O-4--O-7 at 79.7 percent; overall, enlisted disagreed at 59.0 percent, officers at 74.5 percent.*

Gray Areas



Q36. (Reverse Coded) Core Values are not as important as doing your job well.



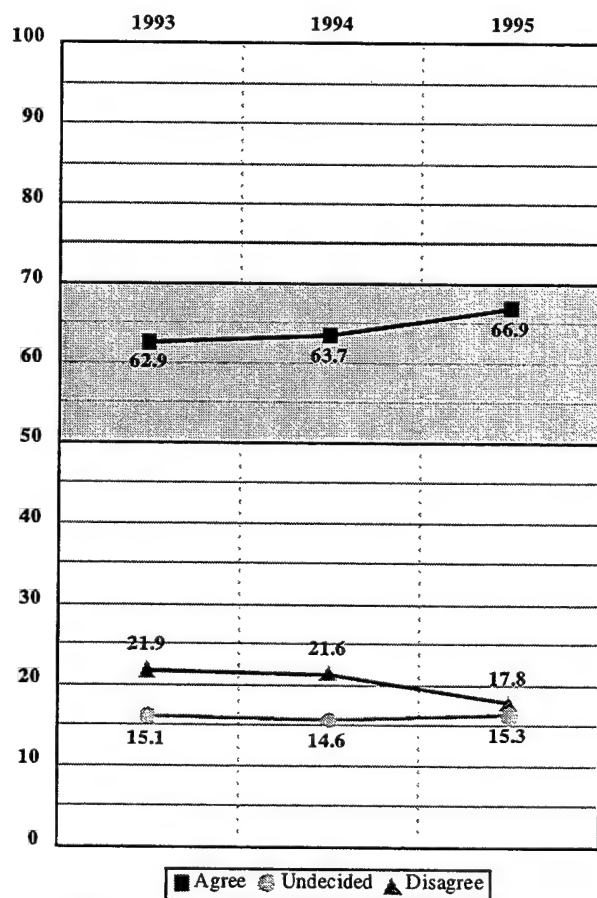
Q37. Navy people are highly competent.

Figure 26. Responses to questions 36 and 37.

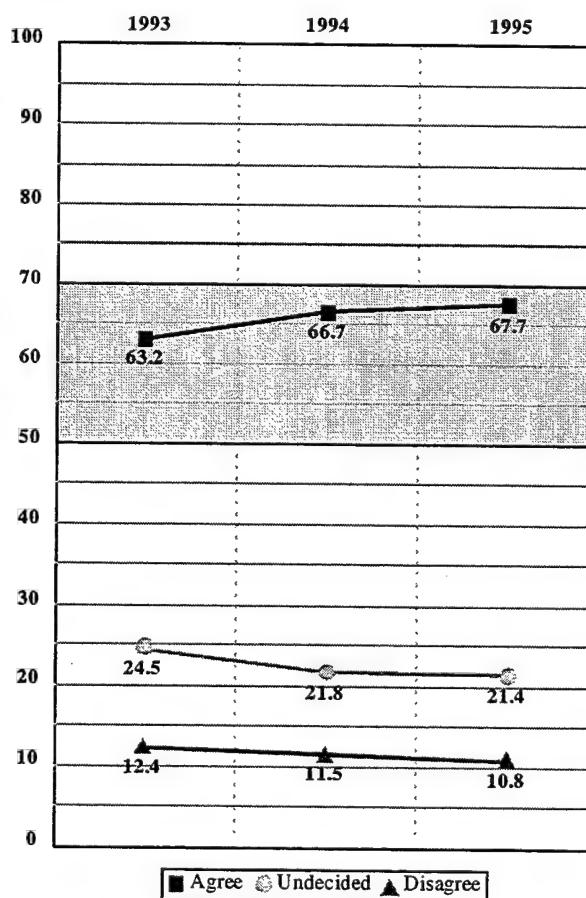
Also showing a positive trend in response patterns, although one less dramatic, is Question 37. In 1995, 58.7 percent agreed that Navy people are highly competent; 17.9 percent disagreed, and 23.4 percent were undecided. *Subgroup differences:* 17-24 agreed at 35.6 percent, 25-32 at 55.3 percent, 33 and older at 70.0 percent; high school or less agreed at 46.4 percent, college at 61.5 percent, graduate at 77.9 percent; married agreed at 62.9 percent, single at 46.0 percent; E-1--E-3 agreed at 34.0 percent, E-7--E-9 at 75.6 percent, E-4--E-7 at 85.0 percent; overall enlisted agreed at 50.9 percent, officers at 80.2 percent.

“At my command, there is great pride in a job well done.” That statement (Question 38) was agreed with by more than 6 out of 10 respondents (66.9%); 17.8 percent disagreed with it, and 15.3 gave a neutral response. The trend has been slightly positive. (Refer to Figure 27.) *Subgroup differences:* 17-24 agreed at 55.7 percent, 33 and older at 72.9 percent; high school or less agreed at 58.5 percent, graduate at 79.4 percent; E-1--E-3 agreed at 56.5 percent, E-4--E-6 at 57.9 percent, E-7--E-9 at 76.0 percent; overall, enlisted agreed at 61.6 percent, officers at 81.7 percent.

Gray Areas



Q38. At my command, there is great pride in a job well done.



Q42. I see Navy people exhibiting courage in the small things of life everyday.

Figure 27. Responses to questions 38 and 42.

Question 42, also seeing a slight positive trend in response patterns over the three-year period, had a similar percentage of agreement (67.7%) to the statement, "I see Navy people exhibiting courage in the small things of life everyday. Disagreeing were 10.8 percent, with 21.4 percent undecided. Subgroup differences: 17-24 agreed at 55.1 percent, 33 and older at 74.9 percent; high school or less agreed at 62.5 percent, graduate at 77.9 percent; E-1--E-3 agreed at 58.3 percent, E-4--E-6 at 60.5 percent, E-7--E-9 at 77.5 percent.

Showing no appreciable difference over the 3-year period is Question 45, "My religious heritage/spiritual faith assists me in making ethical, moral, and/or difficult life decisions." In the 1995 survey, 68.6 percent agreed, 16.4 percent disagreed, and 15.0 percent were undecided (see Figure 28). Subgroup differences: High school or less agreed at 58.1 percent, college at 71.4 percent, graduate at 82.6 percent.

Gray Areas

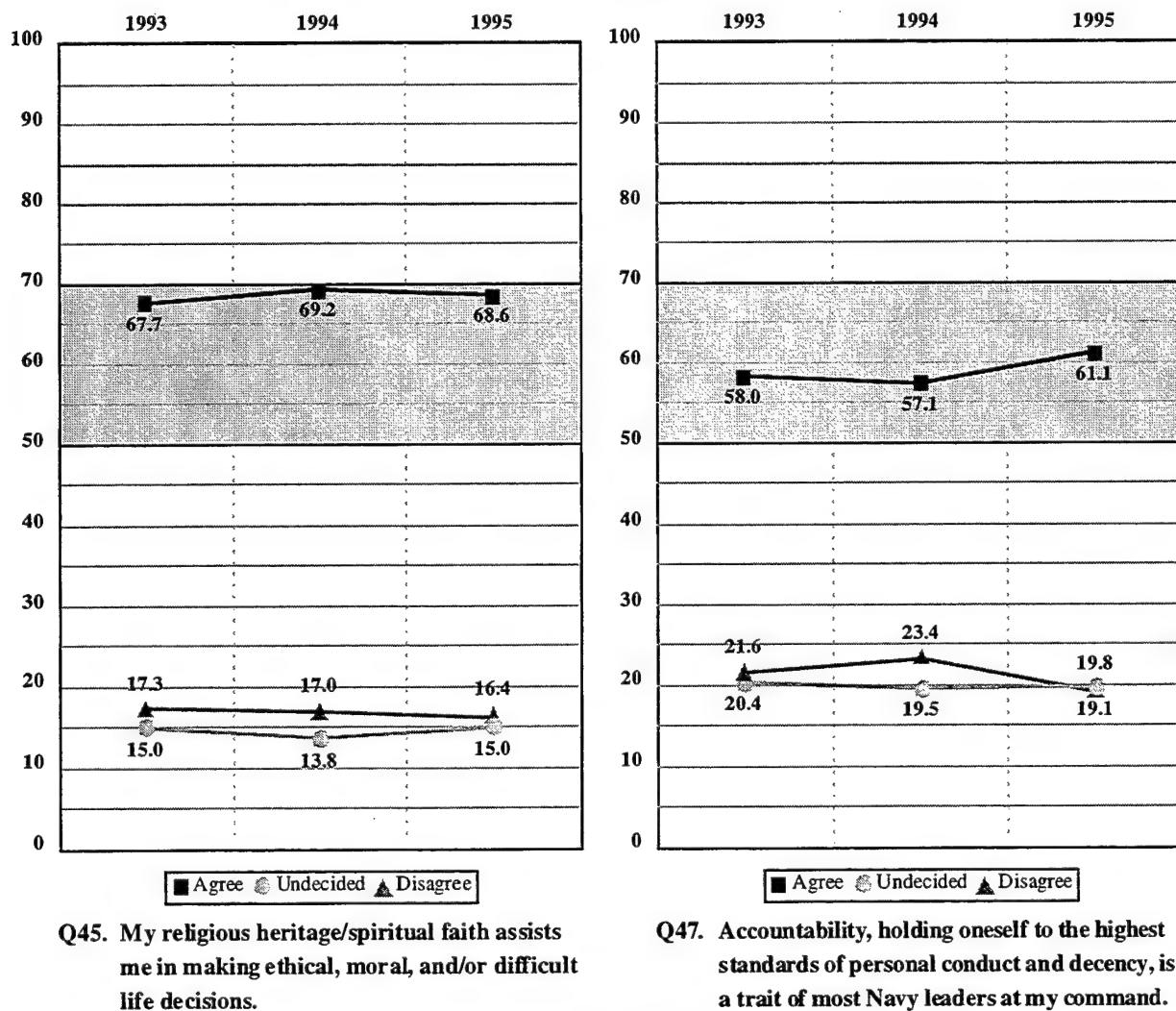


Figure 28. Responses to questions 45 and 47.

However, the overall 3-year trend for Question 47 has been slightly positive. In 1995, 61.1 percent agreed that accountability is a trait of most Navy leaders. Almost equal percentages of respondents disagreed (19.1%) or were undecided (19.8%). *Subgroup differences:* 17-24 agreed at 46.2 percent, 33 and older at 69.1 percent; high school or less agreed at 53.2 percent, graduate at 78.4 percent; E-1--E-3 agreed at 49.8 percent, E-4--E-6 at 50.1 percent, E-7--E-9 at 69.2 percent, O-1--O-3 at 77.6 percent, O-4--O-7 at 84.7 percent; overall, enlisted agreed at 54.0 percent, officers at 80.7 percent.

In response to Question 49, 63.6 percent of those sampled agreed that their supervisor was a good model of the NCVs (Figure 29), whereas 17.4 percent disagreed, and 19.2 percent were undecided. Over the three surveys there has been a slight positive trend. *Subgroup differences:* 17-24 agreed at 51.8 percent, 33 and older at 68.4 percent; high school or less agreed at 55.9 percent, graduate at 79.9 percent; E-1--E-3 agreed at 53.0 percent, E-4--E-6 at 54.6 percent, E-7--E-9 at 68.9 percent, O-1--O-3 at 76.4 percent, O-4--O-7 at 83.8 percent; overall, enlisted agreed at 57.4 percent, officers at 79.7 percent.

Gray Areas

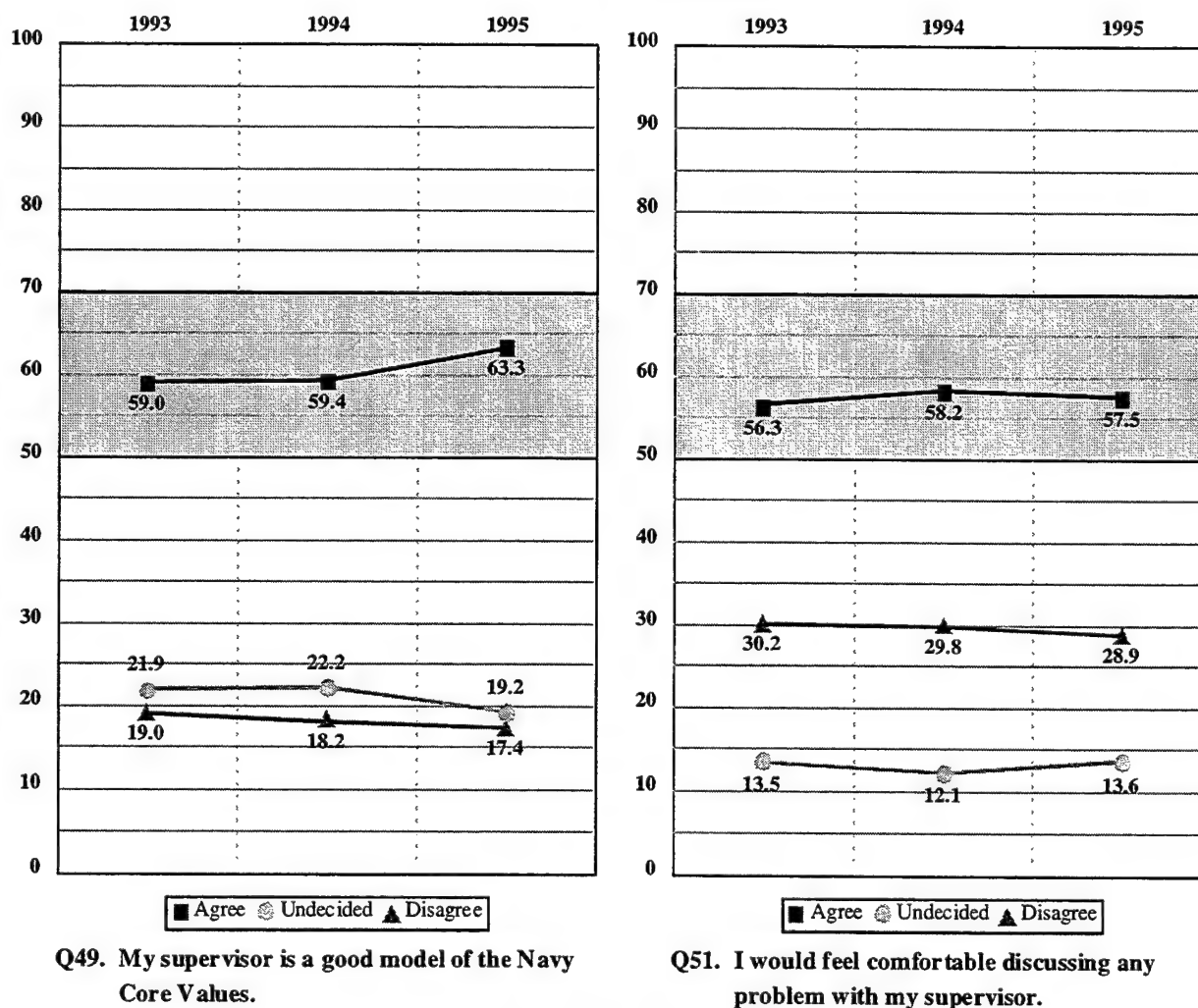


Figure 29. Responses to questions 49 and 51.

There has been little movement in response patterns on Question 51 ("I would feel comfortable discussing any problem with my supervisor"). In the 1995 survey, 57.5 percent agreed, 28.9 percent disagreed, and 13.6 were undecided. These responses are particularly disturbing, in that they indicate breakdown in communication between Navy women and men and their immediate superiors. Whatever the reason for it -- mistrust, lack of confidence, or alienation -- this response pattern should be cause for concern. *Subgroup differences: Blacks agreed at 45.3 percent, "other" at 60.3 percent.*

Question 52 was reverse coded, and stated that, "The top people on my base or ship get away with misconduct." As shown in Figure 30, 53.2 percent disagreed with that statement; 22.3 percent agreed, and 24.5 percent remained undecided. The trend has been slightly positive, and the question moved up from the Substantial Disagreement zone in year three of the survey. *Subgroup differences: 17-24 disagreed at 32.3 percent, 25-32 at 51.1 percent, 33 and older at 63.2 percent; high school or less disagreed at 43.5 percent, graduate at 73.5 percent; E-1--E-3 disagreed at 34.7 percent, E-4--E-6 at 42.9 percent, E-7--E-9 at 65.8 percent, O-1--O-3 at 71.1 percent, O-4--O-7 at 81.0 percent; overall, enlisted disagreed at 45.2 percent, officers at 75.4 percent.*

Gray Areas

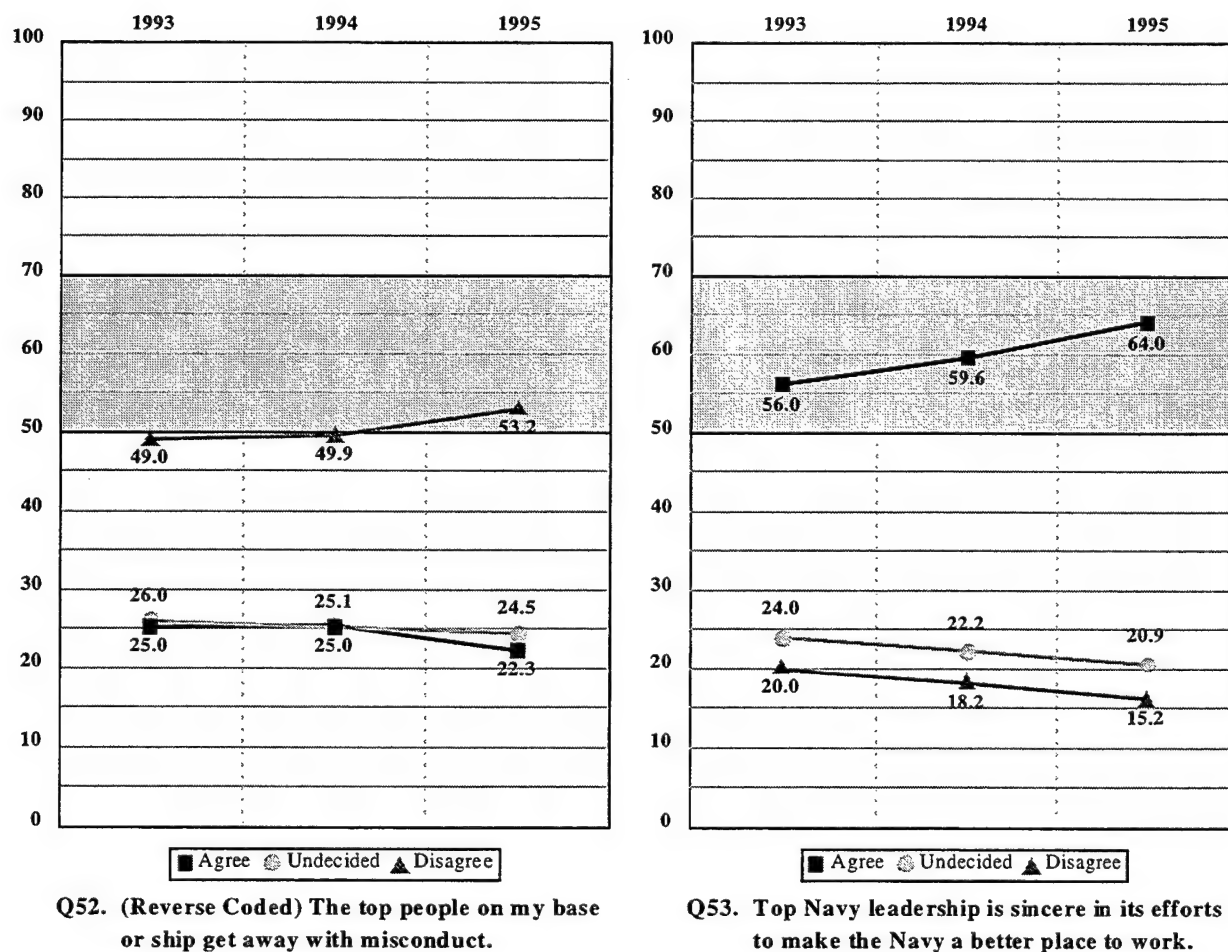


Figure 30. Responses to questions 52 and 53.

Six out of 10 (64.0%) agreed that top Navy leadership is sincere in its efforts to make the Navy a better place to work (Question 53). Although this question's response patterns show a strong positive trend, in 1995, 15.2 percent disagreed, with another 20.9 percent undecided. *Subgroup differences: High school or less agreed at 58.5 percent, graduate at 76.0 percent.*

Essentially no change has occurred in response patterns for Question 56. In the 1995 survey, 59.7 percent agreed that their cultural heritage assist them in making ethical, moral, and/or difficult life decisions (Figure 31). Almost exactly equal percentages disagreed (20.0%) and remained undecided (20.3%). *Subgroup differences: Whites agreed at 55.4 percent, blacks at 77.4 percent.*

Gray Areas

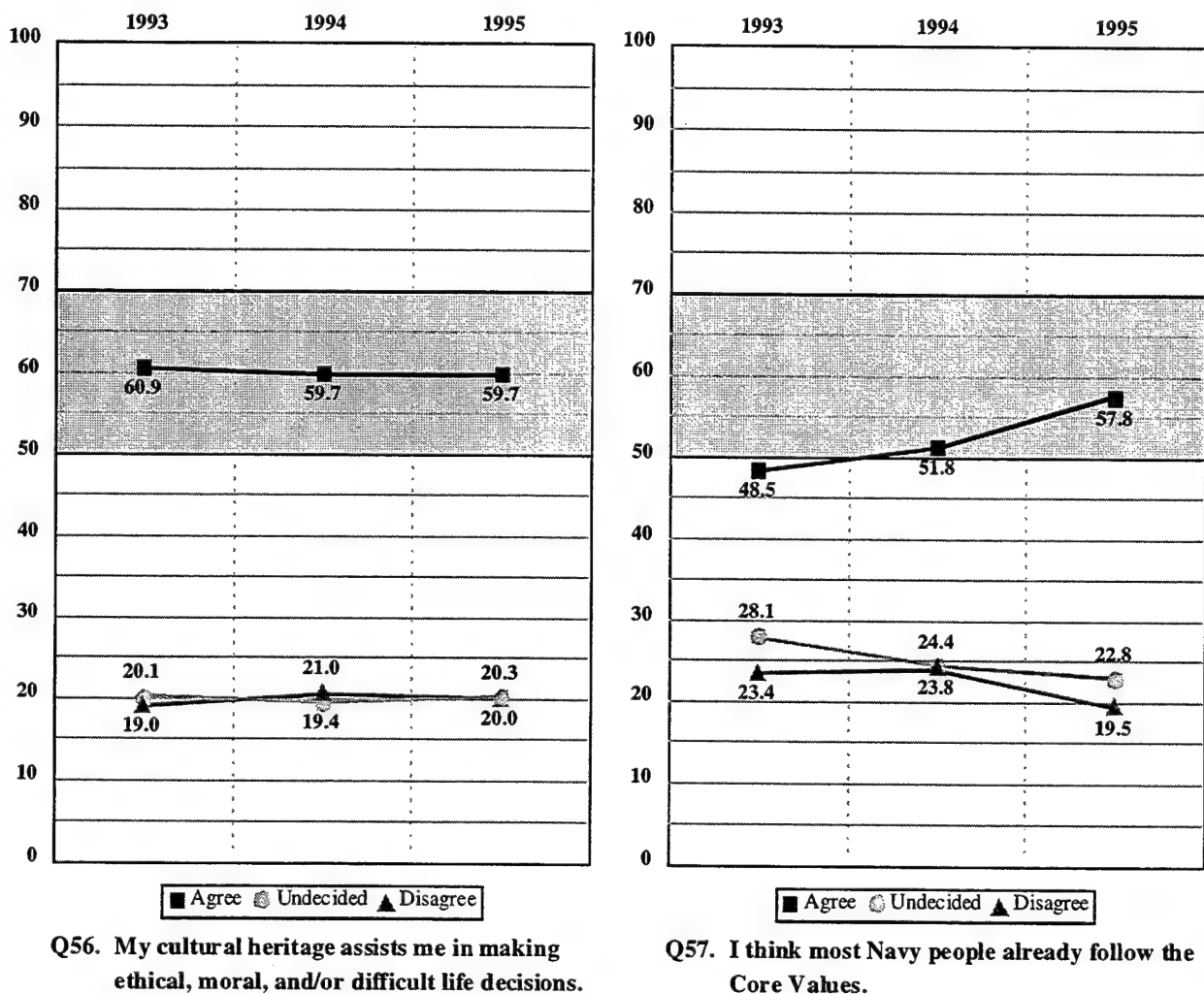


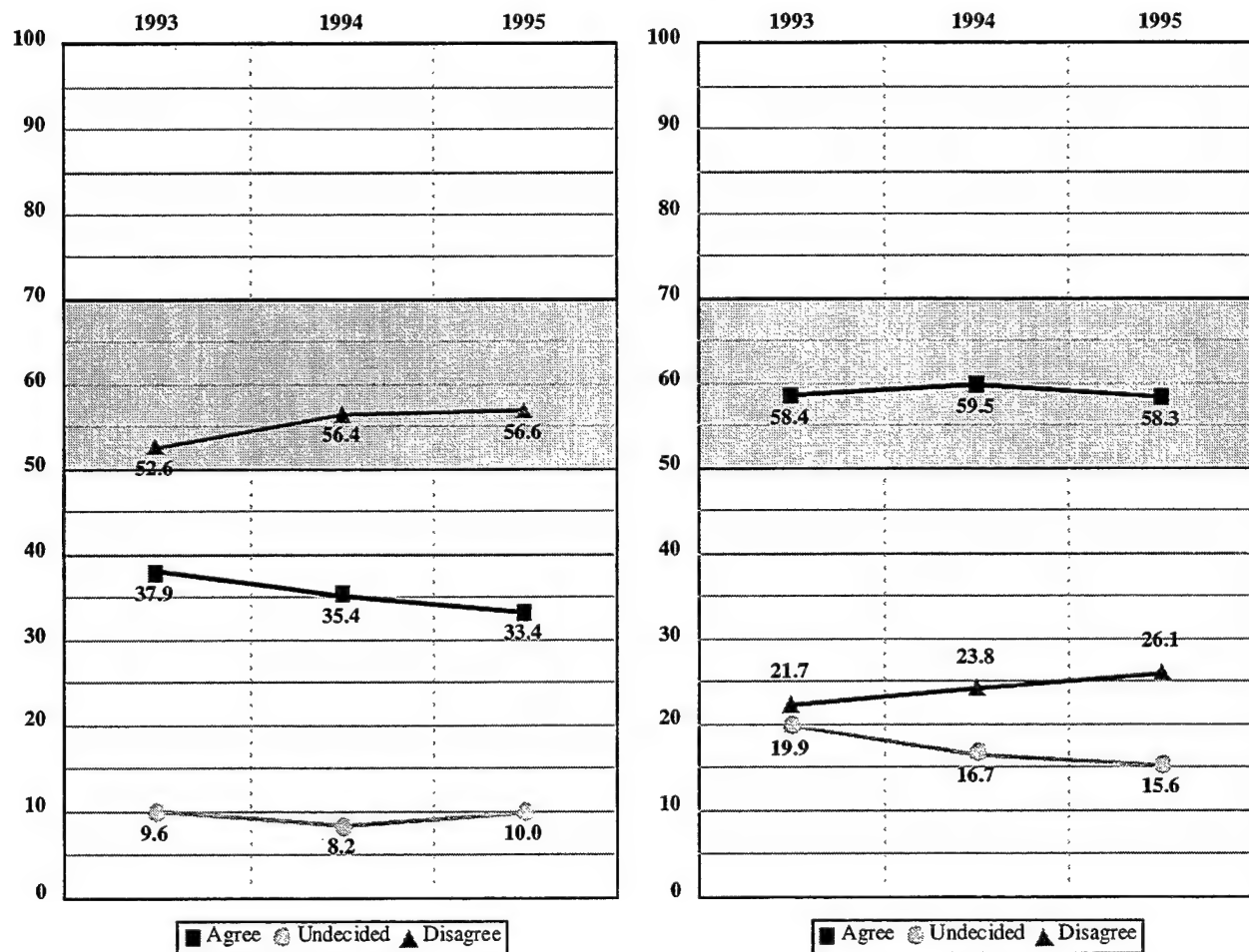
Figure 31. Responses to questions 56 and 57.

A very nice upward trend is evident for Question 57: "I think most Navy people already follow the Core Values." Agreeing were 57.8 percent, disagreeing 19.5 percent, and undecided 22.8 percent. *Subgroup differences: 17-24 agreed at 37.7 percent, 25-32 at 56.0 percent, 33 and older at 67.0*

percent; high school or less agreed at 48.5 percent, graduate at 74.0 percent; E-1--E-3 agreed at 35.2 percent, E-7--E-9 at 70.9 percent; overall, enlisted agreed at 51.7 percent, officers at 74.1 percent.

Question 58 (reverse coded) shows a very slight positive trend, as can be seen in Figure 32. In the 1995 survey, 56.6 percent disagreed with the statement, "Accountability is just another way of saying who is to blame when something goes wrong." One out of ten (10.0%) remained uncertain about the statement, and 33.4 percent agreed with it. *Subgroup differences:* 17-24 disagreed at 39.0 percent, graduate at 65.6 percent; whites disagreed at 59.9 percent, blacks at 44.7 percent; high school or less disagreed at 44.6 percent, graduate at 75.2 percent; E-1--E-3 disagreed at 31.5 percent, E-4--E-6 at 47.6 percent, E-7--E-9 at 67.9 percent, O-1--O-3 at 68.3 percent, O-4--O-7 at 79.1 percent; overall, enlisted disagreed at 50.3 percent, officers at 74.0 percent.

Gray Areas



Q58. (Reverse Coded) Accountability is just another way of saying who is to blame when something goes wrong.

Q60. It would be a lot easier to live by the Core Values if I saw my superiors doing the same.

Figure 32. Responses to questions 58 and 60.

Fifty-eight percent (58.3%) agreed that it would be a lot easier to live by the Core Values if they saw their superiors doing the same (Question 60); 26.1 percent disagreed, and 15.6 percent were undecided. The trend for this question has been essentially flat over the three-year period. *Subgroup differences: 17-24 agreed at 67.1 percent, 33 and older at 51.3 percent; E-1--E-3 agreed at 68.5 percent, E-7--E-9 at 49.8 percent; overall, enlisted agreed at 62.4 percent, officers at 47.0 percent.*

Discussion

By far, the majority of trends in survey results between 1993 and 1995 are in a positive direction. This is true on both the item level, and in item inter-category movement. Results are again this year very clear: Navy men and women believe the Core Values are applicable to their daily lives, and that adherence to those values will make the Navy a better place to work. There is, in general, strong value consensus for high levels of responsibility and accountability in Navy people, and there is evidence that certain dishonest or unethical actions are recognized and not viewed favorably. What these Navy men and women are less sure of is the commitment to these values by the Navy and their leaders; and, they sometimes fail to see sufficient evidence that Navy leaders "walk the talk" when it comes to the NCVs.

As manifested in responses to the survey questions, there is a strong positive trend in knowledge of the NCVs by Navy personnel, and a more modest but clearly discernable trend with respect to their concurrence with those values in terms of attitudes and opinions.

Of the 62 items in the survey, 55 have "moved" in the desired direction from the baseline established in 1993. That is, there were increases of 0.5 percent or more in the responses that indicate congruence with the NCVs. The majority of these increases were of a few percentage points. The largest increase was on the item which asked the respondent to identify the three NCVs. In contrast, only seven items moved in an undesired direction, meaning that response patterns deviated further than before from agreement with the Core Values.

Uncertainty can serve as a major impediment to the development of a strong, coherent values community. Thus, in addition to agreement or disagreement, "undecided" responses hold great importance. Over the 3-year period nine items have shown increases of 0.5 percent or more in level of undecided responses. On all other items, the level of uncertainty either remained unchanged or decreased, most of them decreasing, some dramatically. Uncertainty may mean either that the individual Navy woman or man is (1) unsure of how the Navy's Core Values actually manifest in organizational life, or (2) unsure of her or his individual position regarding one or more particular values. This is a research question, the answers to which will be useful in the development and implementation of training and reinforcement efforts to counter uncertainty and strengthen the values community.

Looked at another way, nine items moved up in category. Four items moved up into the Strong Consensus category, which signifies 70 percent or better concurrence with the NCV. Another five items moved into the Gray Areas, the 50-69 percent agreement zone. Only two items slipped downward in category, one from Strong Consensus into the Gray Areas, one from the Gray Areas into the Substantial Disagreement zone. There are now 26 items in the Strong Consensus and 22 in the Gray Areas categories, and only 14 remaining with the Substantial

Disagreement designation (meaning less than 50 percent concurrence with the NCV). The trend, therefore, is in the direction of increased perceived relevance and acceptance of the NCVs.

However, although the overall trend is positive when viewed from the perspective of responses to survey questions by the total sample, there is less encouraging news from the perspective of polarization within the Navy community by subgroups. This is particularly true with respect to age and paygrade. Subgroup differences abound, and they are essentially equal to those found in the previous two surveys. For example, in 1993, there were 34 subgroup differences by age category, and 40 by paygrade group; in 1994, the numbers were 33 and 41, respectively; in 1995, 31 and 46, respectively. It is clear, therefore, that there is no discernable trend in either a positive or a negative direction in terms of an integrated values community that transcends age and age-related differences; the Navy remains polarized by age and paygrade. In sum, whereas the Navy as a whole is moving slowly in the right direction with respect to consensus building around the NCVs, closing the gaps in attitude and opinion between the total Navy and some of its subgroups remains even to be begun.

The Navy's success in building its desired values community is *indicated* by the levels of consensus on the NCVs, but it will be clearly *evidenced* only by behaviors that are congruent with those values. Behavioral changes, much more difficult to measure, are not addressable through surveys of this type. Ultimately, there will have to be additional research to determine the behavioral dimensions of changes in values, as well as the fiscal impacts of the entire Core Values effort.

However, it can safely be concluded that there is some progress being made: more Navy people can identify the three NCVs, and more Navy men and women express, by means of the survey, attitudes and opinions which are in accordance with the NCV.

This 1995 sample differs little from that for 1994: on average, it is a group very slightly older, slightly higher in paygrade mix, and with a few more married persons included. This marginally more mature sample could, of course, be responsible for some of the trends in response patterns. However, analysis of variance procedures, controlling for age, paygrade, and marital status--separately and collectively--revealed that the differences in responses to the survey questions are significant, and not attributable solely to demographic inconsistencies. Thus, the progress alluded to above is genuine, and not the result of simple "luck of the draw" in sampling.

However, as was previously mentioned, the younger Navy men and women, the lower enlisted paygrades, and those with high school education are *under-represented* in the survey sample relative to the Navy as a whole. Given the number of age, paygrade, and education subgroup differences, that under-representation no doubt tends to *overstate consensus* with the NCVs, while *understating subgroup differences* with respect to those three variables.

An assertion is warranted that the items remaining in the Substantial Disagreement category represent areas where there remains polarization in the Navy community with respect to certain issues and concerns. With respect to the items in that category, there is not a strong consensus on the NCV, and those values are not viewed as beneficially affecting the lives of Navy people. Whether or not the Navy really cares for its people, really rewards loyalty, and will really back

up its people who report inappropriate behavior are all areas of substantial disagreement. Opinions in these areas need to be changed.

Nevertheless, there is perhaps a better, more immediate target. It is in the Gray Areas that the Navy should focus its efforts at inculcation and reinforcement. Movement in a positive direction should be more easily attained here than in a direct assault in the area of substantial disagreement. As in the previous surveys, some of the responses to the questions indicate targets of opportunity for clarification and trust building.

The small to moderate declines in "undecided" responses across the majority of items also speaks to progress being made in building the Navy values community. People are forming more definite opinions about the NCV and how those values manifest in the Navy world of work. However, after more than three years of NCV training, the high levels of undecided which are evidenced in some response patterns represent an uncertainty that is disturbing. Too many of the Navy's men and women remain to be convinced of the Navy's full commitment to its Core Values and to those actions which must be taken to reinforce them. These areas of uncertainty provide additional targets for probing, indoctrination, training and organizational development efforts. Those undecided responses may simply mean "pending further information."

NCV training is essential and should continue. Distribution of NCV instruction throughout the training continua has been accomplished and should prove highly beneficial. However, other means of values inculcation, promulgation, and reinforcement are called for to augment formal training.

It will be very important to gauge progress in building the Navy values community. The first administration of the NCVs Survey collected baseline data for use in making comparisons with data from follow-up surveys. The second- and third-year administrations of the survey provides indications of progress and of areas where further efforts are needed. Future research should include readministration of the NCV Survey, and other means of assessing the strength of the Navy values community.

The initial CVI called for a three-pronged effort in the domain of Core Values. To date, efforts have apparently been focused solely on the education component, by means of instruction. Virtually nothing has been done in the CVI component areas of reinforcement and accountability.

The CVI was a major organizational effort designed to effect a sea change in organizational culture and to ready a major organization--the United States Navy--for the future. That it was conceived and launched prior to much if not most of the Navy's media problems (e.g., "Tailhook") makes the CVI all the more newsworthy. Such an effort by any major corporation would receive broad media coverage and would be showcased by the organization itself. Yet, the existence of the CVI remains unknown to many Navy leaders even of flag status. And, during site visits at numerous Navy installations, no Navy officer or enlisted person questioned could be found who could recall ever having seen a poster on the NCV, for example (some did see one by the Marine Corps, and subsequently, one has been distributed by the Office of the Secretary of the Navy). In addition, none of those persons recalled having heard of the NCV except for their own training or through the *Navy Times*.

Training alone is never an answer. Even the transfer of training requires creation of receptive conditions at the worksite. The bold, multiple thrust approach envisioned in the original Core Values Initiative should be revisited and decisively implemented. And the word needs to get out to Navy members and to the American public that the U.S. Navy is actively and effectively at work on the problem of values.

Conclusions

Evidence of a Coherent Values Community

1. Almost nine out of ten Navy women and men know what the Core Values are.
2. The Navy Core Values are seen as applicable to everyday life.
3. There is agreement that adherence to the NCVs will make the Navy a better place to work.
4. There is strong consensus for high levels of responsibility and accountability.
5. Dishonest or unethical actions are recognized and viewed unfavorably.
6. By far, most trends (1993-1995) are in the right direction.

Evidence of the Need for Consensus Building

1. One in 10 Navy personnel with 6 months or more in the Navy still cannot correctly identify the three NCVs.
2. There is much uncertainty about the Navy caring for its people.
3. That loyalty is rewarded is questioned.
4. Many are worried about being backed up when reporting inappropriate behaviors.
5. There continues to be high percentages of "undecided" on many survey questions.

General

1. Trends are in the right direction, and slow, but measurable progress is being made in building the Navy values community.
2. The Navy does not show major divisions along lines of gender or race.
3. The major divisions in the Navy values community are by age and age-related factors (e.g., paygrade).
4. Generally, congruence with the NCVs increases markedly with age, paygrade, and education.

5. Generally, married personnel voice slightly more agreement with the NCVs than do single personnel, and shore-based personnel slightly more than their shipboard counterparts.
6. Strongest consensus (certainty) is on the individual's own attitudes and probable behaviors.
7. Greatest uncertainty (lack of consensus) is on what the Navy, and other Navy men and women, will do.
8. Many Navy members remain skeptical about the commitment of Navy leadership to the Core Values.
9. Areas of uncertainty provide targets of opportunity for training and organizational development efforts.
10. Values inculcation and reinforcement efforts are needed in areas where strong consensus has yet to be reached.
11. NCVs training completion does not show much effect on response patterns.
12. Strongest effects are in the area where the Navy has focused its NCV effort: cognitive development (i.e., classroom instruction).
13. More than classroom training will be needed to strengthen the Navy values community.

Recommendations

1. Focus indoctrination, training, and communication efforts on those areas where large numbers of Navy members show confusion and skepticism.
2. Continue readministration of the Navy Core Values Survey and identify areas of progress and lack of progress in building a strong values community around the NCVs.
3. Use probing techniques (focus groups) and other data collection procedures to further explore attitudes and opinions relevant to the NCV and to identify impediments to values consensus; particularly with young and lower ranking personnel.
4. Use focus groups to study the true nature of the undecided responses, i.e., are the responses reflecting personal values uncertainty, or uncertainty with respect to the operation of those values in the Navy.
5. Investigate and implement means of values inculcation and reinforcement in addition to formal training.
6. Extend the Navy Core Values Survey to the Naval Reserve.
7. Reexamine the multiple thrust approach envisioned in the original CVI with the view toward developing and implementing a more comprehensive Navy Core Values program.

8. Through surveys, measure the values of incoming recruits, provide direction for values inculcation during the sailorization process.

9. Carefully probe the leadership, related response patterns, and develop action items for incorporation into the Navy Leadership Training Continuum.

Appendix A

The Navy Core Values Survey

Navy Core Values Survey

We are asking for your opinions and attitudes regarding the Navy Core Values, and Navy life in general. Your assistance will be of great help to the Navy and is most appreciated. There are no right or wrong answers. We want YOUR opinions.

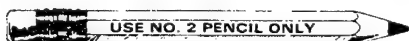
Privacy Act Statement

Public Law 93-579, called the Privacy Act of 1974, requires that you be informed of the purposes and uses to be made of the information collected. The information requested herein is collected under the authority of 5 United States Code 301, and will be used to measure the attitudes of naval personnel towards the Core Values.

Providing information in this form is completely voluntary. The information you provide will NOT become part of your permanent record and will NOT be used to make decisions about you which will affect your career in any way. It will be used for statistical purposes only.

Thank you for your assistance! And now, please read carefully the instructions given below and complete the questionnaire.

MARKING INSTRUCTIONS



CORRECT MARK: ●

INCORRECT MARK: ⊗ ⊕ ⊖ ⊗

- * USE NO. 2 PENCIL ONLY
- * Do not use ink, ballpoint or felt tip pens.
- * Erase cleanly and completely any changes you make.
- * Make black marks that fill the circle.
- * Do not make stray marks on the form.
- * Write the numbers in the boxes at the top of the block.
- * Fill in the corresponding circles below.

EXAMPLE

What is your favorite color?

- ☐ Red
- ☒ Blue
- ☐ Green
- ☐ Purple

BEFORE YOU BEGIN...

Please indicate today's date in the boxes below. First, print the day's date in the row of boxes provided. Then blacken the corresponding circle under the number you printed.

Year	Month	Day
<input type="text"/>	<input type="text"/>	<input type="text"/>
0	0	0
1	1	1
2	2	2
3	3	3
4	4	4
5	5	5
6	6	6
7	7	7
8	8	8
9	9	9

1. What is your gender?

- ☐ Male
☐ Female

2. What was your age on your last birthday? →

Years	
0	
1	1
2	2
3	3
4	4
5	5
6	6
7	7
8	
9	

3. Are you:

- ☐ White
☐ Black/African American
☐ Asian
☐ American Indian
☐ Other

4. What is your ethnic background?

- ☐ Mexican, Chicano, Mexican-American
☐ Puerto Rican
☐ Cuban
☐ Other Spanish/Hispanic
☐ Japanese
☐ Chinese
☐ Korean
☐ Vietnamese
☐ Asian Indian
☐ Filipino
☐ Pacific Islander (Guamanian, Samoan, etc.)
☐ Eskimo/Aleut
☐ Other not listed above _____
☐ None of the above

5. What is your highest level of education?

- ☐ Less than high school
☐ High school equivalency (GED)
☐ High school degree graduate
☐ Less than two years of college
☐ Two years or more of college, no degree
☐ Associate's Degree
☐ Bachelor's Degree
☐ Master's Degree
☐ Doctoral or professional degree

6. What is your current marital status?

- ☐ Married
☐ Never been married
☐ Separated/divorced
☐ Widowed

7. What is your pay grade?

- | | | |
|---------------------------|----------------------------|-------------------------------------|
| <input type="radio"/> E-1 | <input type="radio"/> W-2 | <input type="radio"/> O-1 |
| <input type="radio"/> E-2 | <input type="radio"/> W-3 | <input type="radio"/> O-2 |
| <input type="radio"/> E-3 | <input type="radio"/> W-4 | <input type="radio"/> O-3 |
| <input type="radio"/> E-4 | <input type="radio"/> W-5 | <input type="radio"/> O-4 |
| <input type="radio"/> E-5 | <input type="radio"/> O-1E | <input type="radio"/> O-5 |
| <input type="radio"/> E-6 | <input type="radio"/> O-2E | <input type="radio"/> O-6 |
| <input type="radio"/> E-7 | <input type="radio"/> O-3E | <input type="radio"/> O-7 and above |
| <input type="radio"/> E-8 | | |
| <input type="radio"/> E-9 | | |

8. What is your current military status?

- ☐ USN
☐ USNR
☐ Civilian employee

9. Where is your current billet?

- ☐ At sea
☐ Ashore

10. What is the geographical location of your current assignment?

- ☐ Alaska or Hawaii
☐ CONUS (continental U.S., excluding Alaska and Hawaii)
☐ Europe
☐ Far East
☐ Caribbean
☐ Middle East
☐ South or Central America
☐ Other _____

11. Have you taken the Navy Core Values training?

- ☐ Yes
☐ No

12. How long have you been in your current assignment?

Years	Months
0	0 0
1	1 1
2	2
3	3
4	4
5	5
6	6
7	7
8	8
9	9

How much do you AGREE or DISAGREE with each statement?

Strongly agree
Agree
Undecided
Disagree
Strongly disagree

1. Navy Core Values are applicable to everyday life..... ☐ ☐ ☐ ☐ ☐
2. I find it easy to live by the Core Values..... ☐ ☐ ☐ ☐ ☐
3. The Navy values honesty..... ☐ ☐ ☐ ☐ ☐
4. Officers at my command demonstrate the Core Values in their everyday actions. ☐ ☐ ☐ ☐ ☐
5. At my command, people are held accountable for their actions..... ☐ ☐ ☐ ☐ ☐
6. This whole Core Values thing is a big over-reaction to the actions of a few people..... ☐ ☐ ☐ ☐ ☐
7. Navy chief petty officers (CPOs) live by the Core Values..... ☐ ☐ ☐ ☐ ☐
8. It's okay to testify against friends or supervisors, if need be, in order that the truth be known..... ☐ ☐ ☐ ☐ ☐
9. Whether or not you are held accountable depends on your paygrade, or who you work for..... ☐ ☐ ☐ ☐ ☐
10. The Navy Core Values have mostly to do with sexual harassment..... ☐ ☐ ☐ ☐ ☐
11. Loyalty to the Navy is ultimately more important than loyalty to my peers, subordinates and supervisors..... ☐ ☐ ☐ ☐ ☐
12. I think adherence to the Core Values will make the Navy a better organization... ☐ ☐ ☐ ☐ ☐
13. One of the best characteristics of the Navy is concern for people..... ☐ ☐ ☐ ☐ ☐
14. The problem is that if I report someone for wrongdoing, the Navy may not back me up..... ☐ ☐ ☐ ☐ ☐
15. The Navy Core Values agree with my personal values..... ☐ ☐ ☐ ☐ ☐
16. The interests of our country come before the interests of the individual..... ☐ ☐ ☐ ☐ ☐
17. I would live by the Core Values even in the face of pressure from members of my work team..... ☐ ☐ ☐ ☐ ☐
18. People in the Navy, whether military or civilian, should be held to higher standards of conduct than people outside the Navy..... ☐ ☐ ☐ ☐ ☐
19. My leaders demonstrate ethical behavior and commitment to the Core Values... ☐ ☐ ☐ ☐ ☐
20. I think it's okay to allow wasteful or inefficient practices to continue without being reported..... ☐ ☐ ☐ ☐ ☐
21. What you do while off duty is no one's business..... ☐ ☐ ☐ ☐ ☐

3

How much do you AGREE or DISAGREE with each statement?

Strongly agree
Agree
Undecided
Disagree
Strongly disagree

- | | | | | | |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 22. Doing the right thing isn't always easy..... | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 23. I see the Navy Core Values being violated everyday..... | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 24. Responsibility is a key quality of an effective Navy man or woman, whether civilian or military..... | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 25. In my command, people are honest and truthful in their dealings with each other. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 26. I feel I can make honest recommendations to my superiors..... | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 27. I am willing to deliver the "bad news" even when it's unpopular..... | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 28. In the Navy, the dignity of each person is respected, without regard to race, sex, religion, or cultural background..... | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 29. The Navy rewards competence - the ability, skills, and motivation to do the job... | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 30. At my command, superiors take advantage of their subordinates to get ahead... | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 31. It's okay to be dishonest as long as it doesn't hurt anyone..... | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 32. Being a team player is more important than individual accomplishment..... | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 33. Leaders at my command demonstrate honesty and personal integrity in all their dealings..... | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 34. If you live by the Core Values, you will get ahead in the Navy..... | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 35. I know the procedures for making a complaint or grievance..... | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 36. Core Values are not as important as doing your job well..... | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 37. Navy people are highly competent..... | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 38. At my command, there is great pride in a job well done..... | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 39. It's okay to make up unimportant details on a report..... | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 40. Loyalty is greatly rewarded in the Navy..... | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 41. I know what behaviors constitute sexual harassment..... | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 42. I see Navy people exhibiting courage in the small things of life everyday..... | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 43. The number one goal of Navy civilian or military men and women should be to advance their careers..... | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 44. The climate at my command allows all of us to work to our maximum potential, in an atmosphere of mutual respect..... | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

How much do you **AGREE** or **DISAGREE** with each statement?

Strongly agree
Agree
Undecided
Disagree
Strongly disagree

45. My religious heritage/spiritual faith assists me in making ethical, moral, and/or difficult life decisions.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
46. People should always report others who engage in sexual harassment.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
47. Accountability, holding oneself to the highest standards of personal conduct and decency, is a trait of most Navy leaders at my command.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
48. Sometimes one Navy Core Value conflicts with another.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
49. My supervisor is a good model of the Navy Core Values.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
50. Sexual harassment is not covered by the Navy Core Values.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
51. I would feel comfortable discussing any problem with my supervisor.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
52. The top people on my base or ship get away with misconduct.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
53. Top Navy leadership is sincere in its efforts to make the Navy a better place to work.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
54. Core Values can be effectively applied within my organization or command.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
55. The Navy is committed to high standards of honor, commitment, and courage.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
56. My cultural heritage assists me in making ethical, moral, and/or difficult life decisions.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
57. I think most Navy people already follow the Core Values.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
58. Accountability is just another way of saying who is to blame when something goes wrong.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
59. Sometimes you have to bend or break the rules in order to get the job done.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
60. It would be a lot easier to live by the Core Values if I saw my superiors doing the same.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please answer the following questions by choosing the **BEST SINGLE** response and filling in the corresponding circle.

61. Which of the following are the three stated Core Values for the Navy?
- ☐ honor, commitment, and courage
 - ☐ commitment, courage, and humanity
 - ☐ tradition, honor, and courage
 - ☐ humanity, commitment, and honor

62. Which of the following is not a violation of the Navy's Core Values?
- ☐ uttering racial slurs while off duty or not at work
 - ☐ disciplining a minority subordinate
 - ☐ physically abusing your spouse
 - ☐ not reporting minor violations of the rules

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

Thank you for your assistance!

Appendix B
Size of the Sub-groups

Table B-1
Size of the Sub-groups

Gender	
Male	2,636
Female	466
Age	
17-24	559
25-32	1,045
33-Highest	1,463
Race	
White	2,163
Black	380
Other	358
Education	
High School or Less	1,008
College	1,680
MA or PhD	410
Marital Status	
Single	663
Married	2,134
Ship/Shore	
Ship	1,320
Shore	1,785
Officer/Enlisted	
Officer	819
Enlisted	2,282
Paygrade Group	
E-3 and Below	218
E-4 through E-6	1,590
E-7 through E-9	474
WO	32
O-1 through O-3	392
O-4 and Above	395

Appendix C
Margin of Error

Margin of Error

Table D-1 (Quennette 1994, *ibid*) is presented so the reader can determine, in conjunction with Appendix C, the margin of error for survey results broken out by subgroup. That is, suppose it were found that 50 percent of survey respondents agreed (agree and strongly agree) that the officers in their command demonstrate the Navy core Values in their everyday actions. The question arises, To what extent does this result represent the percentage that would have been found had everyone in the Navy completed the survey. The table can be used to answer this question as follows. If 50 percent agreed, that means that 50 percent selected other answers. In short, a 50/50 split exists. Thus go to the 50/50 column in the table and down to the row representing the number of people answering the survey question. Suppose that number were 700; then one can be 95 percent confident that the percentage for everyone in the Navy would be between 46 percent and 54 percent (i.e., $50\% \pm 4\%$). If 4,000 individuals had answered the question, then the interval would be 48 percent to 52 percent. Consult Appendix C for the number of survey respondents. Notice that the 50/50 split yields the largest margin of error, i.e., the most conservative estimate.

Percentage Split							
Sample Size	98/2	95/5	90/10	80/20	70/30	60/40	50/50
50	4	6	8	11	13	14	14
100	3	4	6	8	9	10	10
200	2	3	4	6	6	7	7
300	2	2	3	5	5	6	6
400	1	2	3	4	4	5	5
500	1	2	3	4	4	4	4
700	1	2	2	3	3	4	4
1000	1	1	2	2	3	3	3
1500	1	1	2	2	2	2	3
2000	1	1	1	2	2	2	2
2500	1	1	1	2	2	2	2
3000	1	1	1	1	2	2	2
3500	0	1	1	1	2	2	2
4000	0	1	1	1	1	2	2
4500	0	1	1	1	1	1	1
5000	0	1	1	1	1	1	1
5500	0	1	1	1	1	1	1
6000	0	1	1	1	1	1	1

Distribution List

Chief of Naval Education and Training (T-24) (10)

Secretary of the Navy (N-7) (2)

Chief of Naval Personnel (PERS-6D)

Defense Technical Information Center (4)